7 STEPS TO MASTERING LEADERSHIP!

Welcome!

It is my sincere pleasure and privilege to welcome you to *Creating Lasting Change™*. I am tremendously excited for you as you embark on this path of leadership and am honored to be your guide and coach through this process! The tools in this program are the result of my life's work that anyone can use to create lasting change as a leader.

Over the past several decades, I have been privileged to work with millions of people from 100+ countries, and I have had a unique opportunity to see real people in the midst of real human experiences. I've seen how certain patterns drive all of us to succeed or fail, to experience euphoric joy or crushing despair. These patterns affect everyone regardless of race, age, gender, nationality or background – from successful business executives, celebrities or psychiatric patients previously deemed "incurable," to parents, presidents or leaders from around the world.

Throughout the next 10 sessions, you'll discover a unique perspective on leadership as the ability to influence the thoughts, feelings, actions, behaviors and emotions of others, no matter who they are. You'll embark on a journey to understand what makes all of us do the things we do so you can be the most effective leader and make decisions that transform lives, including your own.

How does this program work?

- The core of the program is the audios, which are designed to be completed over the course of 10 days. These sessions contain some of my all-time best teachings on leadership and transformational skills from my live events, small group settings and webinars, as well as some straight from the recording studio.
- You will also hear from my colleague Andy Freire, who is an extraordinary leader, a successful entrepreneur, a consultant to other leaders at the world's top corporations and a father of three. He'll assist me in guiding you through this program.
- In addition to this Action Workbook, which is a powerful resource to help integrate what you've learned, we've also provided you with a set of Summary Cards that will remind you of the key points you'll want to keep top of mind during your journey.

By applying the principles in this program, you will have the ability to understand the patterns behind *all* human behavior and how you can help *anyone* change their thoughts, feelings, actions, behaviors and, essentially, the results that make up their life. When you master this awesome ability to influence others, you will possess the capacity to be a true leader for positive change.

So let's get going! I'm eager for you to begin your leadership journey and I look forward to hearing about the lives you will have the privilege to positively impact. Throughout these next 10 days – and until we meet in person – I wish you continued joy, happiness, success and fulfillment in your path of leadership. And, as always, remember to...

Live with passion!

Tony Robbins

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TABLE OF CONTENTS

DAY 1 – The Art of Leadership: Creating Lasting Change 5

DAY 2 – Overview: The 7 Master Steps of Lasting Change 19

DAY 3 – Step 1: Understand & Appreciate Their World 29

DAY 4 – Step 2: Connect & Get Leverage 43

DAY 5 – Step 3: Interrupt & Annihilate the Limiting Pattern 49

DAY 6 – Step 4: Define the Problem in Solvable Terms 53

DAY 7 – Step 5: Create Empowering Alternatives 63

DAY 8 – Step 6: Condition the Change: Until It Becomes a Habit 71

DAY 9 – Step 7: Test & Check for Ecology: Create an Empowering Environment 77

DAY 10 – Expanding Your Breadth and Depth of Leadership 81

GLOSSARY OF TERMS 87

LEADERSHIP ACADEMY 91

TRACK TITLES 93

Please Note: The audio you will hear in this program includes rare content that has been taken from recordings of live events. These sessions are the best of the best of Tony Robbins teaching this vitally important information. And while there is some variation in audio quality since they were not all professionally recorded, we believe they will be so valuable to you that we felt compelled to include them in this extraordinary program.

NOTES

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DAY 1 – THE ART OF LEADERSHIP: CREATING LASTING CHANGE

This is a journey that helps us understand and use the distinctions of effective leadership by understanding what makes us do the things we do. It is a path of creating lasting change and making the kinds of decisions that can change your life and the lives of others.

Some believe that only certain people are "born leaders." But the truth is, anybody has what it takes to be a great leader and the potential to lead in any environment. Leadership comes in a variety of forms and contexts. Whether you are a manager of a team of people, a parent who wants to positively influence their children or you have a desire to be a catalyst of positive change for anyone or any group at any time, there are countless opportunities to step up and have a tremendous impact. One thing is for sure now more than ever...the world needs more leaders!

In this program, being a leader doesn't mean simply "being the boss" or "being in charge." Throughout the next 10 days, we will be looking at leadership from a unique perspective. In this program leadership is defined as *the ability to influence the thoughts, feelings, actions, behaviors and emotions of others.*

Imagine for a moment that you have the ability to make a profound difference with any individual, group, organization or situation you encounter. What if you were able to significantly motivate a team of people to do better, produce exceptional results and be more fulfilled than ever before? Or perhaps you were able to help someone – a family member, co-worker or friend – discover what is stopping them from getting what they want in life and how to break through? Or what if you had the ability to help a person in trouble to significantly turn their life around?

If you've ever wished you could make a real difference – in your own life, someone else's, your team, your family, your community or the planet – you are in the right place!

Come behind the curtain to learn how to become an effective "agent of change."

About Human Needs Psychology

For decades, Tony Robbins has been working directly with millions of people from more than 100 countries. He has worked with successful business executives, sports stars, celebrities and psychiatry patients previously deemed "incurable," as well as presidents and leaders from around the world. Through this "working laboratory," he has discovered the patterns that shape all people – regardless of status, background and/or nationality. His work is the mastery of a school of psychology that he created – Human Needs Psychology.

By applying the principles that Tony has created and understanding the human needs that drive the patterns behind all human behavior, you can help anyone you come into contact with change their thoughts, feelings, actions, behaviors, ultimate results and direction of their life. When you master this ability to influence others, you have the power to create lasting change.

We start this journey by taking a brief tour through the history of other philosophies of human psychology.

Definition

Psychology

The study of the behavioral and mental processes, including perception and sensation, cognition, learning and emotions – both the voluntary and involuntary aspects of human nature. It focuses on the study of individuals; although it concerns itself with the individual in broader contexts (as parts of a couple, a family or a society), the focus is on the processes of the individual. Its aim is to uncover the "nature of man" – to unravel the mystery of human hopes, desires, fears, abilities and limitations. Psychology is one of the many behavioral sciences, borrowing and collaborating heavily with other behavioral sciences, such as sociology and anthropology.

Definition

Psychiatry

The area of medicine concerned with the diagnosis, treatment and study of disordered behavior.

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The 6 Historical Philosophies of the Human Psyche

Throughout modern history, there have been six fundamental approaches.

1. ***Psychodynamic:*** Dynamic psychotherapy helps patients become aware of the unconscious forces that cause difficulties. Sigmund Freud's psychoanalysis was the wellspring from which the variety of dynamic disciplines was born. The dynamic disciplines emphasize cause-and-effect relationships between motives, drives and actions – thus the "dynamic" relationship of unconscious and psychological conflict. It was both a behavioral theory and a practice for treating people who exhibited disorders. Although some of the organizing principles of the therapies within this school differ (most either revise or rebel against Freud), the technique of psychoanalysis is generally used by all practitioners of dynamic therapy.

   6 Disciplines:

   1) **Psychoanalysis: Sigmund Freud (1856-1939)**

      Freud's study focused on unconscious conflict and childhood traumas and their roles in the development of later personality traits and psychological problems.

   2) **Analytic Psychology: Carl Jung (1875-1961)**

      An early colleague of Freud's, Jung split from Freud over, among other things, the role of one's past in determining their current and future conditions and the idea of a collective unconscious.

   3) **Individual Psychology: Alfred Adler (1870-1937)**

      Adler held the view that human thought and behavior are motivated by the individual's desire for superiority and power to compensate for feelings of inferiority.

   4) **Holistic Therapy: Karen Horney (1885-1952)**

      Horney disagreed with Freud about inherent differences in the psychology of men and women, and she attributed these differences to society and culture rather than biology.

   5) **Interpersonal Psychology: Harry Sullivan (1892-1949)**

      Sullivan held that interactions with others, especially significant others, determine a person's sense of security, sense of self and the motivations for their actions.

   6) **Transactional Analysis: Eric Berne (1910-1970)**

      Berne developed this method for studying interactions between individuals to determine their psychological state.

2. ***Humanistic:*** Humanistic therapy assists the patient in moving toward self-improvement. This type of therapy represents a general approach to understanding human beings and is not based on preconceived ideas about the present condition or past life of the patient. It is based on an optimistic view of people and the assumption that patients can improve through their own effort with some guidance from the therapist. The therapist gives aid and some direction, but the patient holds the key to success in therapy. Therapists' activities vary among the different humanistic therapies. Emphasis is placed on the patient's feelings; the therapist works to redirect those feelings.

   3 Main Types:

   1) **Client-Centered / Nondirective Psychotherapy: Carl Ransom Rogers (1902-1987)**

      Rogers believed that every person could achieve their goals, wishes and desires in life, leading, if successful, to self-actualization.

   2) **Existential: Abraham Maslow (1908-1970)**

      Maslow stated that people are motivated to achieve certain needs and that some needs take precedence over others.

   3) **Gestalt: Karl Lewin (1890-1947); Frederick "Fritz" Perls (1922-1990)**

      Gestalt therapy is an existential / experiential form of psychotherapy that emphasizes personal responsibility and focuses upon the individual's experience in the present moment.

3. ***Behavioral:*** Behavioral therapy emphasizes changing specific maladaptive behaviors in precise and measurable ways. These therapies were originally developed from "accidental" discoveries in experimental psychology and physiology labs.

   3 Main Contributors:

   1) **John B. Watson (1879-1958) Watson's work was based on Pavlov's, which you might be familiar with because of his dog experiments.**

      Both believed that everything from speech to emotional responses was simply a pattern of stimulus and response, independent of the mind.

   2) **Burrhus F. Skinner (1904-1990)**

      B.F. Skinner's work focused on the idea that behavior that is followed by pleasant consequences is likely to be repeated, and behavior followed by unpleasant consequences is less likely to be repeated.

   3) **John Wolpe (1915-1997)**

      Wolpe developed a conditioning therapy that curbed the fear response of a phobia by gradually substituting a relaxation response to the conditional stimulus.

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4. ***Cognitive:*** Cognitive psychology explores the higher mental processes including attention, creativity, memory, perception, problem-solving, thinking and use of language. While behaviorism sees us as mechanistic beings and humanism sees us as emotional beings striving toward self-actualization, cognitive therapists see us as a *thinking* system. Thoughts are what lead to maladaptive behavior. It has been most successfully applied to those with moderate, non-psychotic depression. Much as we view the functions of a computer, the human mind is considered a structured system for handling information: the senses receive stimuli, and the mind analyzes, stores, recodes, decodes, encodes and then uses that information.

   2 Forms:

   1) **Rational-Emotive Therapy: Albert Ellis (1913-2007)**

      Ellis' work and all cognitive therapy is based on the idea that our thoughts determine our feelings and our behavior.

   2) **Psycholinguistics: Noam Chomsky (1928-present)**

      Chomsky's work focuses on language as innate rather than learned, and suggests that our language and psychology are biologically linked.

5. ***Somatic:*** Somatic (from *soma*, Greek for "body") therapies address disorders by treating the physical body. In many mental disorders it is helpful to think of a continuum from purely psychological causes and symptoms (e.g., death of a loved one, feelings of low self-esteem) to purely biological causes and symptoms (e.g., neurochemical imbalance, sleep disturbance) with all combinations in between. Somatic therapy holds that just as most purely psychological problems are not always helped by medication, most biologically based psychiatric disorders require medical intervention. A wide variety of behavioral disorders, ranging from shyness (i.e., social phobia) and learning disabilities (e.g., attention deficit disorder) to clearly biochemical disturbances (e.g., bipolar disorder, schizophrenia), have been considered to have biological components warranting medical treatment.

   3 Forms:

   1) **Drug treatment**

   2) **Electroconvulsive (shock) treatment**

   3) **Surgery**

6. ***Energy Psychology:*** The term energy psychology refers to a number of related therapies, many of which are based on the Chinese meridian system of medicine. Energy psychology is built on the principle that when you have psychological blockages, there is a disruption to your body's energy system.

   Energy psychology relieves mental health problems by eliminating emotional traumas, or blockages, from the mind / body continuum by touching or tapping key points on the body. Techniques that return the body's energy system to balance include acupuncture, acupressure and, more recently, various forms of energy tapping. Still largely unknown by the general public, the more ancient form of energy psychology (i.e., acupuncture) as well as recent innovations are applicable to a wide range of areas including psychotherapy, counseling, education, vocational guidance, physical health, pain management, sports and peak performance.

All six schools have effective strategies to help with lasting change.

What you will learn in this program draws upon the best of *all* of these, while teaching you a simple, compassionate and easy-to-apply approach that will help you understand yourself and others like never before, so you can create lasting change.

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Human Needs Psychology

Human Needs Psychology provides an answer to the age-old question, "*Why* do human beings do the things they do?" How is it that one human being will sacrifice their own life for another, while another person will murder a stranger for sheer pleasure? What creates a Charles Manson or a Nelson Mandela? A domestic terrorist or a Martin Luther King, Jr.? What is the force that drives and shapes all of our emotions, actions, qualities of life and ultimately our destinies?

While most of us acknowledge that each human being is a unique and special soul, we also share nervous systems that function in the same way. Every human being, whether a migrant worker or royalty, has the same fundamental makeup. There are six fundamental needs that every person has in common. All human behavior – be it from those whom we admire or despise – is simply an attempt to meet those six needs. This drive to fulfill our 6 Human Needs is encoded in our nervous system. Every person finds a way to meet their needs; the only question is whether they will meet them in ways that are destructive or empowering to themselves and others.

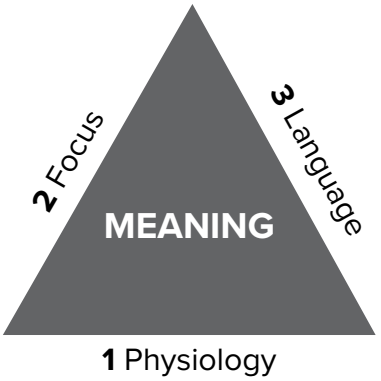
The goal of Human Needs Psychology is to help people create additional consistent choices – new patterns that allow them to be fulfilled long-term. Ideally, they will achieve the patterns in a way that feels good, that is good for them, that is good for others *and* that ultimately serves the greater good.

The 3 Molders of Meaning: The Triad

One of the core beliefs of Human Needs Psychology is that it's not our conditions but our *decisions* that shape our destiny. So the question becomes: What shapes our *decisions* – both in the short term and in the long term? Answer: There are three factors – three molders of meaning – that shape all the decisions we make in the moment.

There are three patterns that shape the meaning we associate with our life experiences.

1. Patterns of **physiology**. How you use your physical body such as breath, posture, movement, etc.
2. Patterns of **focus**. Whatever you focus on, you will feel. Consistent focus = consistent feelings.
3. Patterns of **language / meaning**. As soon as we put words to an experience, it changes the *meaning* of our experiences.



Emotional pain is always the result of constructing and creating a *disempowering meaning* within ourselves. By changing our physiology, focus, language / meaning, we can shift to a more empowering state and make more empowering decisions.

Example

Rather than talking to an individual about some cognitive principle or thought process, it may be just as (if not more!) efficient to shift their physiology. Just by shifting their breathing or perhaps by taking someone who is depressed on a walk, you begin to change their body. Suddenly, they are able to focus on something new and come up with a new way of seeing their situation that wasn't available to them before.

Another example: If you're focusing on what you think has been "done" to you, you feel very different than if you're focusing on what you can *give* in this situation.

One last example: You can create a massive shift by changing your language patterns. If you are using language like "this sucks" or "this is a big problem," you can shift your state by changing the language you use. Imagine the difference if you replaced this language with words like "This is an interesting challenge" or "This probably has something to teach me."

If you know how to change your Triad, you can change your life in a moment. You can change your state quickly with a radical change in 1) your physical body, 2) what you focus on or 3) the language you use to define what things mean to you. If you change any one of these three things, you change your entire experience.

Whatever you focus on you feel.

**If you focus on an empowering meaning,
you'll move into an empowered state.**

The only limitation of the Triad is that states are temporary. To make the kind of consistent, meaningful and lasting changes we want to make long-term, we have to understand what drives us at a deeper level...

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MODEL OF THE WORLD: THE 3 FORCES OF DESTINY

Each of us, as individuals, has a unique personal psychology and philosophy of life – what we call our Model of the World. If the Triad – the 3 Molders of Meaning – we talked about before, affects our state and the decisions we make in the *moment*, then our Model of the World – what we call the 3 Forces of Destiny – affects our decisions over the long haul.

Our Model of the World is the filter through which we experience all of life. This worldview, made up of the three forces we'll look at below, determines the way we interpret life and the decisions we make long-term.

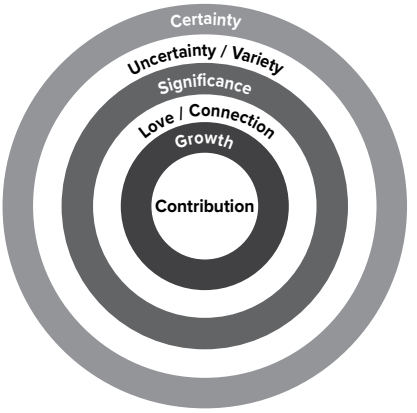
FORCE 1: The Driving Force – Your 6 Human Needs (The Target)

There are six fundamental needs that every person has in common, and all behavior is simply an attempt to meet those six needs. The drive to fulfill our 6 Human Needs is encoded in our nervous system.

People find ways to meet these needs in positive, negative or neutral ways, but every person finds a way to meet them in some way. Any activity, action or emotion that fulfills at least three needs at a high level becomes, in effect, an addiction. Likewise, people have positive, negative and neutral addictions. There is always a way to fulfill a need; the skill lies in finding a sustainable way to fulfill it (and in a way that gives you more pleasure than pain).

Your 6 Human Needs

1. ***Certainty:*** The need to know that you can avoid pain and gain pleasure.
2. ***Uncertainty / Variety:*** The need for the unknown, for change, new stimuli.
3. ***Significance:*** Feeling unique, important, special or needed.
4. ***Love / Connection:*** A strong feeling of closeness or union with someone or something.



5. ***Growth:*** An expansion of capacity, capability or understanding.
6. ***Contribution:*** A sense of service and focus on helping, giving and supporting others.

What differs among us is how each of us values these needs. Typically, a person has two needs that they value the most. For example, let's say someone longs for a new career that's more fulfilling. If the need he values most is certainty, it's going to be more difficult for him to take the risk to look for something more enjoyable because of the uncertainty it would create. On the other hand, if his top need is uncertainty or variety, making the decision to change jobs and going through the search and interview process would not create stress and therefore he'd be more likely to make the decision to pursue a new career.

Your top needs – the needs you value most – affect what you're willing to do, or not do, for a career, in a relationship, in your finances and in any other area of your life.

The way you can determine your top two driving needs is by evaluating which needs tend to show up when you are under stress, fear, angst or difficulty. Regardless of what you think you want or what you'd *like* to value, operationally, when in the midst of challenges, what tends to show up?

What are your top needs and how are you meeting them?

FORCE 2: The Guiding Force – Your Belief Systems (The Rulebook of Life)

Your Guiding Force is what determines how you know if you are meeting your needs. Your Rulebook of Life contains the belief systems and rules that you believe are necessary to meet your highest needs.

There are hundreds of questions you can ask yourself (or someone else you are helping to make a change) to determine whether or not your Guiding Force is taking you in the right direction. Just as you can't drive east looking for a sunset, no one can achieve their goals or outcomes with a map – or Rulebook – that is outdated or inconsistent with their desired destination.

What are your rules for what has to happen for you to feel your needs are fulfilled?

FORCE 3: The Fuel of Choice – Emotions (Where You Live)

Emotions are faster than thought. That's why there is no power greater to affect how you feel and act in the moment. Whatever patterns of emotion you've burned into your body on a regular basis project into your Blueprint and filter the rest of your life experience. This is the fuel that drives both your beliefs and needs.

Have you ever known an angry person who will always find a way to be angry? A happy person who will find a way to be happy in almost any situation? An overwhelmed person who is constantly stressed out? During challenging, pressure-filled or tense situations especially, people's emotional reactions are a reflection of their emotional habits.

Most of us have at least a few habitual emotions that don't serve us. By training ourselves to feel the emotions we want to feel until they become automatic, we can transform our emotional repertoire into one that empowers us.

What's your primary emotion that fuels you?

What emotions do you experience on a regular basis?

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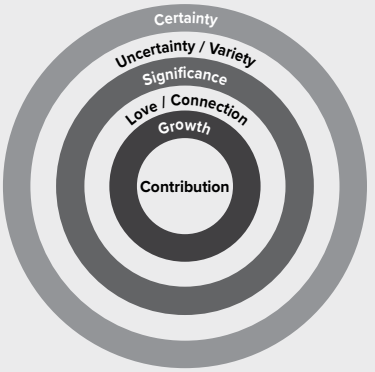
Summary – Model of the World: The 3 Forces of Destiny

Think of your Model of the World as the Blueprint that controls your experience of life. To make a change in your – or someone else's – life, you just have to learn and master these three forces:

FORCE 1: The Driving Force – Your 6 Human Needs

This is **the Target** you're really after: your 6 Human Needs and most importantly, the top two needs you value most.



FORCE 2: The Guiding Force – Your Belief Systems

This is the **Rulebook of Life** that guides you toward the target of fulfilling your top two needs. There are seven types of beliefs that make up your Guiding Force:

1. Global Belief Systems
2. Identity
3. Values: Deepest Desires / Greatest Fears
4. Rules: The Source of Heaven / Hell Within
5. Vehicles / Virtual Villains
6. Situation Specific Beliefs
7. Metaprograms

FORCE 3: The Fuel of Choice – Emotions

Your source of emotional fuel comes from the habitual emotions **where you live** every day.

These 3 Forces of Destiny encompass your personal psychology and philosophy of life. They determine how you process and evaluate information and experiences and help you make decisions (consciously or unconsciously) about what you're going to do.

Using the Model of the World

As a leader, it is vital to understand your own Model of the World and how it may affect your interaction with others. Once you understand your current Model of the World, you have the power to expand it and increase the choices available to you in your life. When you know what you want, how you tend to go about getting there and the emotions that propel you, you're able to make new choices to align your mind with your deepest intentions.

In addition, in the context of leadership, if you're going to influence somebody else, you've got to understand what influences *them* first. Once you begin to explore another person's Model of the World, and see life from their point of view, you can start to investigate the makeup and patterns behind their actions and how you can influence them for positive change.

If you're going to influence someone, you've got to know what already influences them.

The Formula for Happiness

Suffering happens when your Life Conditions don't equal your Blueprint (i.e., your Model of the World, or how you think your life should be) and you believe that you don't have the control to change it. Happiness, or fulfillment, is a result of when your Life Conditions equal your Blueprint.

LC = BP

Life Conditions = Blueprint (your perception of how life's supposed to be)

As a leader, you can help yourself or others transform their lives by helping them create an equilibrium where their Life Conditions equal their Blueprint. When an individual's Life Conditions don't match their Blueprint of how life should be, then you can either help them:

1. Change their **Life Conditions**
2. Change their **Blueprint**

Example

Let's say you have a friend who is depressed because she is a 37-year-old single woman. Is the real reason she is depressed because of actually being single, or is it that her Life Conditions don't equal her Blueprint of believing she should have been married by age 35? In order to increase her happiness, she has two choices: either she can change her Life Conditions and find a significant other or she can change her Blueprint and the meaning she is attaching to being single. If you worked with her to shift her Blueprint – maybe to one where she could embrace the positive aspects of being single and allow herself to let go of her expectations of any time frames – then you could shift her life tremendously.

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Your Assignment

1. **Out of the 6 Human Needs (Certainty, Uncertainty / Variety, Significance, Love / Connection, Growth, Contribution), what are the top two that are driving you?** Remember, this is not what you value the most; it is which two you live most operationally.

2. **Think of an area of your life that you're really pleased with. Why are you pleased with that area?** Capture it. You will notice that this area likely matches your core expectation of how life should be at least at a basic level.

3. **Think of an area of your life that you're *not* pleased with. Why are you not pleased with that area?** Notice how your Life Conditions in that area don't match your personal Blueprint. What can you do to shift it (either the Life Conditions or your Blueprint)?

NOTES

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DAY 2 – OVERVIEW: THE 7 MASTER STEPS OF LASTING CHANGE

The 3 Questions of Lasting Change

Before helping anyone change, ask yourself three questions:

1. **What does this person really need and want?**
    - What are the top two needs (of the 6 Human Needs) that they value most?
2. **What is preventing them from getting it?**
    - What state are they in? What is their current Triad?
    - What is their Model of the World? What beliefs and/or emotional patterns drive their Blueprint most often?
3. **How can you help get them from where they are to where they want to be?**
    - How can you employ the 7 Master Steps of Lasting Change most effectively to help create lasting transformation?

Whereas Human Needs Psychology gives you the tools to determine the answers to these questions and understand what's driving someone, **the 7 Master Steps we'll walk through below** provide you with the specific *sequence, principles and tools* to help someone permanently transform so that they reach the deepest level of fulfillment possible.

Although we all have the same 6 Human Needs, human beings are incredibly diverse. Therefore, it's important to remember that people do things for *their* reasons, not for yours or anyone else's. What motivates *you* to change may be very different from what will compel someone else.

The 7 Master Steps were created to ensure that the process of intervention honors and supports people's individuality, as well as provides a platform for producing consistent results and lasting change.

As you learn and begin to understand these steps, please remember that they take practice! The more you use and embody these strategies, the more effective you will become as a "Strategic Interventionist" and as an overall leader.

The 7 Master Steps of Lasting Change

Step 1: Connect: Understand & Appreciate Their World

Step 2: Connect & Get Leverage: Find What Makes Change a Must

Step 3: Interrupt & Annihilate the Limiting Patterns

Step 4: Define the Problem in Solvable Terms

Step 5: Create Empowering Alternatives

Step 6: Condition the Change: Until It Becomes a Habit

Step 7: Test & Check for Ecology: Link to a Higher Purpose & Empowering Environment

Step 1: **Connect: Understand & Appreciate Their World**

What's really going on?

To influence someone, you must know what already influences them – their desires, wants and needs. It may sound obvious, but not everyone desires the same things, and even those who do want the same thing often want it for completely different reasons. Uncover their Model of the World and you will learn where their pain and pleasure are likely to come from.

- You have to understand the person you are helping change and what is shaping them.
- You must know the individual *and* the context of the current situation.
- You have to understand three things about this person:
    1) Their deepest needs (especially their top two Human Needs)
    2) Their Model of the World (their Blueprint for how the "see" the world)
    3) Their beliefs about what has to happen to make it all work for them
- You have to begin to understand the environment in which they live and its punishment / reward system and their social context.
- You must know their beliefs, values and rules.
- You can't try to influence somebody without knowing what influences them. It's a waste of time and energy and it's arrogant.
- You have to dig; it takes time.
- You have to be proactive. You can't be passive.
- You have to discover how the person reacts when you push them.
- You must listen / hear and seek to understand and appreciate, ***not*** to judge or "fix" them.

Remember, you're not setting yourself up as superior, but as someone who truly wants to help them meet their needs. This will help you get a lot more information *and* enroll them in the process of change.

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Step 2: **Connect & Get Leverage: Find What Makes Change a Must**

Make sure there's pain if they don't change and pleasure if they do.

People often trap themselves by failing to realize that change is almost never a matter of ability, but nearly always a matter of *motivation*. First, you must find the old challenge, determine what already influences them and then use it to get them to move from a place of "I should" to "I *must*." This is leverage – and leverage is power!

- Leverage comes in two forms: pain and pleasure. By changing what we link pain and pleasure to, we will instantly change our behaviors. Just remember: pain is great short-term leverage, but there has to be pleasure for the change to last.
- Use different leverage for different people. (This is called "contextual leverage.") Don't use yourself as a yardstick unless you're trying to change yourself. For some people, even the fear of death is not leverage. For others, leverage is the impact on someone they care about or that their identity means more than money. Ask questions to determine the "bargain" that makes change worth it for them and failure to change too costly.
- Use rapport, responsiveness, trust and physical leverage so that change is no longer a question; it is a must.
- Find the leverage that meets this person's needs, Model of the World and beliefs.
- Leverage must be immediate: immediate pain for not changing now, immediate pleasure for changing now.

"The moment you judge someone, you lose the power to influence them in a significant and ongoing way."

– Tony Robbins

Step 3: **Interrupt & Annihilate the Limiting Patterns**

Break their current, limiting patterns and create a new, empowering Triad for the future.

In order to create positive change, you first have to short-circuit existing unproductive patterns of emotion, behavior, physiology and especially meaning. A pattern interrupt causes a radical shift in focus and physiology.

Any pattern that is continually broken – even the most stubborn – will eventually be changed forever.

- Break the pattern by bringing in new opportunities and new resources. In order to create a new pattern of thinking, feeling or behaving, you must first annihilate the old pattern.
- To change a person's state at any moment in time, no matter their focus and physiology, use the Triad: physiology, focus and language / meaning.
- To effectively break someone's pattern, you must have rapport, respect and connection.
- Break the pattern consistently and repeatedly. This is very important. When someone is screaming and yelling, break the pattern over and over again. There is going to be a shift.
- Become a master of changing direction. Change the direction of receiving. Change the direction of responsibility. Change the direction of time. Change the direction of focus. Changing direction is one of the ultimate ways to break anybody's pattern.
- Change the pattern of interaction.

"Nothing in life has any meaning, except the meaning you give it."

– Tony Robbins

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Step 4: **Define the Problem in Solvable Terms**

What do they need? What do they want? What prevents them from getting it?

If you knew you couldn't possibly succeed, how hard would you even try? People often trap themselves by defining their challenge in unsolvable terms. Either they are so vague that they are unable to target the change they want to make, or they use language and beliefs that trigger a feeling of certainty that change is impossible.

You want to give people the certainty that they *can* change.

- Determine the outcome.
- Decipher the code of motive and meaning ("M&M") for this individual. Understand the needs driving the person you're helping and how they are creating meaning in this situation.
- Define what is lost. What need or feeling needs to be restored?
- Find a way to redefine the problem in a way that can be solved.
- Look for what is r*eally* stopping them, not what they *think* is stopping them. This is where you will discover what to redefine to make this challenge attainable.
- When someone tells you about their "problem," ask for an example. Listen to that example, and then redefine it in terms of what is really stopping them.

"The secret of success is learning how to use pain and pleasure instead of having pain and pleasure use you. If you do that, you're in control of your life. If you don't, life controls you."

– Tony Robbins

Step 5: **Create Empowering Alternatives**

Access empowering resources and make the change.

Why can't people just stop behaviors, beliefs or other patterns they know aren't good for them? All behavior / action is an attempt by the individual to meet one or more needs. We cannot simply *eliminate* behavior or beliefs without *replacing* them with something else that meets or exceeds the same needs of the previous negative behavior.

Creating new alternatives empowers a person to uncover all the options available to them, including new and healthy ways to meet their needs. These new alternatives can change a person's Model of the World, which is what shapes their patterns and emotions – and therefore behavior – over the long term.

- What are some new empowering habits, actions, thoughts or beliefs that a person can embody? How are these better, more fun, more enjoyable? How do they meet their needs as well or better than what they were doing before?
- What were some past moments of empowerment? Brainstorm ways to achieve that empowered feeling again.
- Find role models that empower.
- This isn't about adding new resources; rather it's about accessing resources that are already inside them.
- The new resources your client needs always tie back to creating a new, empowering Triad: a new physiology, a new focus, and new language / meaning that create and reinforce the change they want to make.

"All pain is based on the illusion of loss."
– Tony Robbins

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Step 6: **Condition the Change: Until It Becomes a Habit**

Do the new behavior over and over again until it sticks.

Unproductive patterns become ingrained habits through a lot of repetition and reinforcement over time. The good news is that positive patterns can become habits the same way – only much faster because the reinforcement is intentional. Any thought, feeling, emotion, behavior or belief that is consistently reinforced will become conditioned.

Conditioning ensures that change is consistent and lasts long term. The simplest way to condition something is simply to rehearse it again and again until a new neurological pathway is created. As you make positive changes, it's important that you reinforce these new patterns through the power of conditioning.

- A pattern won't stick just because you have a single conversation. You have to condition the pattern and create reinforcement.
- Make it easy to do the new positive pattern and hard to revert to the old negative one.
- The outcome is to make the new pattern a habit. Do this through consistency and emotional intensity. Condition the pattern in the moment and future pace it to make sure that it is going to be triggered and by future events.
- Reinforce the compelling future that's now possible as a result of the change.
- Create an environment where change can last and condition the new patterns until they are consistent.

"What's wrong is always available; so is what's right."
– Tony Robbins

Step 7: **Test & Check for Ecology: Link to a Higher Purpose & Empowering Environment**

Make sure all the pieces are in place for change to last.

Change doesn't happen in a vacuum. Will the person's real-life environment support their new behavior? Specifically, can they be certain that they'll get love, not pain, from those around them? The most effective leverage in shifting long-term human behavior is their source of love – whether that love comes from God, a parent, spouse, child, best friend, intimate partner or even a pet.

To reinforce any change for the long term, you have to integrate your new empowering alternatives into the environment where you'll actually live. You need to understand the "ecology" of this new pattern. In other words, what are the consequences? What impact will these changes have on you, your family, friends and peers? Do these changes support your business and personal relationships? To ensure that this change is a lasting one, you also need to make sure that the change works with your current lifestyle, beliefs and values.

- You've set the person you're helping up with a new pattern that supports their desired future. But are you sure it will last in their environment (their physical environment, the people around them, etc.)?
- Their new patterns are either going to be rewarded or punished in their environment, both personally and professionally. For a new pattern to stick, you need to make sure the person's everyday environment supports them in following through on the new pattern.
- You need to help the person create resourcefulness and build inner strength so that they can stick with the change, even in the face of a harsh environment.
- How can you help the person make it so that the desired change meets the needs of the entire peer group?
- The ultimate solution is a renewed focus on the two spiritual needs: growth and contribution.

"To create an extraordinary quality of life, you must create a vision that's not only obtainable, but that is sustainable."

– Tony Robbins

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DAY 2 – OVERVIEW: THE 7 MASTER STEPS OF LASTING CHANGE

Remember, there is always a deeper journey that we can reach. Lives can change. All it takes is to step into a state of mind and to be committed to serving.

Your Assignment (Optional):

Here's an optional assignment that will be fun and inspiring for you. These steps may seem like a lot, and yet you may well have been using them already – only unconsciously.

So right now, grab a blank page and think back. Remember some times in your life where you were able to create change, whether for yourself or someone else.

Now ask yourself: How many of these 7 Master Steps did you actually use, when you really think about it?

For example:

- Did your awareness and understanding of the situation help? In what ways?
- Did you find a way to get leverage where you finally found a way to make change a *must* for that person or yourself?
- How did you break the pattern of what they were thinking or feeling or the meaning or how they were acting? (If it was with yourself, what did you do to break your pattern?)
- Did you come up with a better way of looking at it? A new way to solve the problem or a new way to define it in a way that it could be solved?
- Did you come up with some empowering alternatives? What were they?
- Did you condition it until it became part of that person? Did you reinforce them?
- Did you relate it to higher purpose?
- Did you test to see if the change would "stick" in the real world environment?

Whatever you noticed or remembered, write it down. See? You're already a future master at this!

NOTES

"The greatest ability in business is to get along with others and influence their actions."

– John Hancock

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DAY 3 – STEP 1: UNDERSTAND & APPRECIATE THEIR WORLD

As we have emphasized previously, if you want to have an impact as a leader on any human being, then the first thing you need to know is what *already* influences the person you are trying to influence.

For this, you really need to ask, listen and pay attention to *them*. We all have our own filters; in other words, we see the world the way *we* are. Don't assume everyone else is like you! Look at their world through *their* eyes.

This is the basis of Step 1: Understand and Appreciate Their World.

In this session, you'll learn some powerful tools to help you uncover the Model of the World of the person you want to help. When you understand and appreciate what truly drives someone, it creates the foundation that makes change possible.

RECAP: Model of the World: The 3 Forces of Destiny

There are three primary elements that influence people and control their experience of life:

1. **The Driving Force:** which two of the 6 Human Needs they value most.
2. **The Guiding Force:** their "map" that determines whether or not they are meeting their needs.
3. **The Fuel of Choice:** their habitual patterns of emotions. (Remember, our emotions are our main, most powerful drivers, regardless of what we say we want!)

In this session, we'll examine how to use these forces as the foundation for lasting change.

The Driving Force: Your 6 Human Needs

To help someone transform, your job is to uncover the top two needs they value most, as well as the vehicles they're using to meet those needs so that you can help them create new patterns that deliver long-term fulfillment. Throughout this process, ideally you'll help them meet their needs in ways that feel good, are good for them, are good for others and, ultimately, serve the greater good.

At this stage, make sure you understand which of these needs shows up most. In other words, what is the primary Driving Force of their lives? What need do they value most? This Driving Force impacts the decisions they make and therefore, every part of their lives.

"We all have the same six needs,
but how we value those needs and in what order,
determines the direction of our life."

– Tony Robbins

The 7 Elements of the Guiding Force: The Rulebook of Life

Now, let's take a deep dive into the second element: The Guiding Force. There are **seven categories of beliefs** that affect how people create meaning in their lives. Remember, even if you value the same needs as another person, what is totally unique to you is how you decide if these needs are being met and, ultimately, the quality of your life. Discovering a person's core beliefs will give you a strong groundwork that you will you use throughout the 7 Master Steps to lead the person toward lasting change.

1. **Global Belief Systems (B.S.)**

   Global beliefs are massive generalizations and biases (conscious or unconscious) we have about the important aspects of our lives. Understanding global beliefs helps us understand what generalizations a person has made that control many decisions they make in life.

Examples

- What is the purpose of life and death? What are the problems in life? What creates pain? What are the rewards in life?
- What are the resources available to you?
  - **1)** Time: How much is a short / long time? Is time scarce or abundant? Where do you spend your time (past, future, present)?
  - **2)** What are your Global Belief Systems around money? People? Love? Emotions? What are some metaphors that drive your life? ("Life is a struggle" vs. "Life is a game.")

2. **Identity**

   Identity is simply the way you describe yourself *to* yourself – the belief we use to define our own individuality. It's the combination of the beliefs about who you are, what you're capable of and how you distinguish yourself from everyone else in the world. There is no other force this powerful in human personality.

Example

I'm not good enough, I always lose, I'm a smoker, I'm a procrastinator vs. I'm a winner, I always find a solution

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Questions to ask yourself around identity:

- Who are you? Who are you *not*?
- Who are your role models? Who are they not? How are you like / not like them?
- What is your life story? What is your life about?
- How can you expand your identity now?

3. Values: Deepest Desires / Greatest Fears

Values are the states that we move away from (in order to avoid pain) or toward (in order to gain pleasure) in a given context.

Examples

- **Moving-Toward Values** – Ask: "What's important to you about (name the context)?"
- **Moving-Away-From Values** – Ask: "What's something that you would do anything to avoid?"

4. Rules: The Source of Heaven or Hell Within

What has to happen in order for you to experience pleasure? Pain? Love? Significance? "My partner must say they love me every day for me to feel loved" or "People should never lie to me or I'll feel betrayed."

Rules are the determining factors in our decisions about which behavior to utilize in order to experience our values. Some rules have a higher priority because violating them causes greater pain.

Examples

- **Threshold:** Must / Must Not / Must Never / Must Always
- **Personal Standards:** Should / Should Not / Should Never / Should Always
- **Possibility / Impossibility:** Can / Cannot / Can Never
- **Rules of Intention:** Will / Will Not / Will Never / Will Always
- **Global Beliefs:** Is / Is Not

5. Vehicles / Virtual Villains

Vehicles are the method(s) a person uses to try to meet their needs: the way they get from where they are to the need(s) they want. They can be positive, negative or neutral.

Examples

- What are the ways you try to meet your needs? (e.g. money, career, physical body, relationships, religion, problems, suffering, pain, helplessness, food, drugs, etc.)
- Does each vehicle have a positive, negative or neutral consequence?

6. Situation Specific Beliefs (SSBs)

Situation Specific Beliefs are the organizing beliefs behind the way a person evaluates a specific situation or context.

Examples

- **"Infield Fly Rules"** (specific situations where it's okay to violate your rules). For example, people can believe that cheating on their spouse is wrong, but there may be a context (e.g., if their spouse cheated on them) where they believe it is okay.
- **Is there a context in which your beliefs are different** (e.g., a lie vs. a "white lie")?
- **Is there a specific situation where you'd do something against your values** (e.g., physical assault vs. self-defense)?

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7. Metaprograms

Metaprograms help us understand how a person processes information. Metaprograms are another filter through which we process our world. Knowing people's metaprograms can help you offer the type of information that will help them make an effective decision.

Examples

- **Internal or External Frame of Reference:** One way to elicit this is to ask, "How do you know when you're really good at something?" Internal people look to themselves to make decisions; external people look to others. To motivate internal people, find out what's important to them; to motivate external people, use testimonials and statistics to show what others think.
- **Toward or Away:** Toward people are motivated by desire and pleasure; away people are motivated by fear and pain. To motivate a toward person, describe a goal or reward. To motivate an away person, describe something negative. To determine this, ask an open-ended question like, "What do you want in a job?"
- **Necessity or Possibility:** Some people are motivated by the possibilities in a situation or product; others are motivated only when they see the necessity of buying or changing. To motivate possibility people, show them what they *can* do. To motivate necessity people, show them what they *have* to do.

REMINDER

While our focus in this program is primarily about helping other people transform, these distinctions and tools can be used to enhance your own life as well as those you love.

Listen Closely!

The strongest force in the human personality is the need to remain consistent with how we define ourselves. And, ultimately, the Guiding Force reveals a person's identity. It will help you understand what is going to influence someone and why a person will listen to you. Listen carefully to what and how they say things in order to understand them.

Whoever a person believes he or she is – that's how they will show up.

Also listen to find things that you respect and appreciate about a person. Respect builds a relationship, and you can't fake real appreciation for a person. Most importantly, *you can't influence someone when you are judging them.* They must sense that you regard them positively, that you believe in them and are on their side.

Mixing in the Fuel of Choice

The final understanding you need to uncover a person's Model of the World is to unearth their Fuel of Choice (i.e., their habitual emotions). These primary emotions will impact how they express their Model of the World.

Look for clues about their primary emotions by observing their physiology, looking for what they are giving attention to in the current moment (their focus) and listening to the words they use to create meaning.

Be sure to also pay attention to:

- Their most dominant emotional states. (Are they most often fearful? Cheerful? Angry and confrontational? Sad?)
- The overall patterns in their body / physiology, focus and language / meaning.
- How they use the environment around them to meet their needs.

Change happens to people when they least know it's happening.

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DAY 3 – STEP 1: UNDERSTAND & APPRECIATE THEIR WORLD

Your Assignment

Find at least one person and ask them some questions to begin to elicit their Model of the World.

Below are some sample questions to start with.

Motive: Your Driving Force

1. Which two of the 6 Human Needs do you value most? Of those two, which do you value most? Second most?
2. What are your bottom two needs? Which needs do you value the least?
3. What are your situational needs (needs you value most in a specific context or situation)?

Meaning: Your Guiding Force

1. **Global Belief Systems (B.S.)**

   Ask the person to finish these sentences and/or ask these questions to discover his or her global beliefs.

   1) Life is about… Life isn't about…

   2) Life is always… Life is never…

   3) The purpose of life is…

   4) Death is about… Death isn't about…

   5) Is life random or is there destiny?

   6) Relationships are… Relationships are not…

   7) The purpose of a relationship is…

   8) How do you get love? How do you get a relationship?

   9) Your most important relationships are…

   10) The greatest source of love in your life is…

   11) The greatest love in your life in the past has been…

   12) True or false: Love has been withheld significantly in your life.

   13) If true, by whom? How did it affect you?

   14) You kill a relationship when… You grow a relationship by…

   15) The challenge of a relationship is… The gift of a relationship is…

16) How much is a long time? What's a short time?

17) What's acceptable? What's unacceptable?

18) The past is...

19) The present is...

20) The future is...

21) The best times of your life are found in...

22) What is success? What is failure?

23) What is the ultimate reward in life? What is the ultimate punishment?

24) Pain and suffering are...

25) What stresses you in life?

26) What's scarce? What's abundant?

27) What is work? What isn't work?

28) What kind of work do you hate? Why?

29) How much effort does it take to get a reward?

30) You are responsible in life for...

31) You are responsible in life to...

32) You are free to...

33) Freedom is...

34) What's more important: your needs or the needs of others? Why?

35) What's more important: science or faith? Why?

36) What's sexy in life?

37) What's intimate?

38) What's your favorite phrase in life?

39) What's your second favorite phrase in life?

40) What else do you say?

41) Your three most important beliefs are...

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2. Identity

Ask the person to finish these sentences and/or ask these questions to uncover his or her personal identity and beliefs.

1) You are… You are not…

2) You are made for…

3) You believe…

4) Your most important beliefs are…

5) Who are you really?

6) Who are you with your family?

7) Who are you at work?

8) Who are you to the public?

9) Who are you to yourself?

10) Who are you in your relationship?

11) What animal are you most like?

12) What are you not?

13) What can you be?

14) What will you be?

15) Overall in your life, are you optimistic, pessimistic or realistic?

16) In your finances, are you optimistic, pessimistic or realistic?

17) In your intimate relationships, are you optimistic, pessimistic, realistic, neutral or self-protective?

18) Are you a belonger, achiever, emulator, socially conscious, integrated or needs-driven?

19) Who were your role models growing up and why?

20) Who were your role models of how you didn't want to be?

21) Who are your role models today?

22) Are you living what your role models are about or not?

23) Why do you say that? How do you measure that?

3. Values: Deepest Desires / Greatest Fears

Ask the person to finish these sentences and/or ask these questions to uncover the person's values as well as their deepest desires and greatest fears.

1) You want...

2) You desire...

3) You need...

4) You must have been...

5) You don't want...

6) You don't need...

7) You must never have...

8) You must never experience...

9) You must never share...

10) You must never see...

11) You must never feel...

12) Your Primary Question in life is...

13) What's most important to you in life?

14) What else is most important to you in life?

15) What's least important to you in life?

16) What do you love?

17) Who do you love?

18) What do you want from life?

19) What do you hate?

20) What do you despise?

21) What's most important for you to avoid in life?

22) Which of these do you value most: people, tasks or systems?

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4. Rules: The Source of Heaven / Hell Within

Ask the person to finish these sentences and/or ask these questions to uncover the person's rules. What has to happen in order for his or her values to be met?

1) You must not...

2) You must never...

3) You must always...

4) Others must not...

5) Others cannot...

6) Others must never...

7) What has to happen in order for your values to be met?

8) What are your rules for life?

9) What are your rules for relationships?

10) How do you know when to feel bad?

5. Vehicles / Virtual Villains

Ask these questions to uncover the primary vehicles this person uses to meet his or her needs. As you begin to understand the vehicles they use, look for any "virtual villains" – vehicles they use that are not good for them, not good for others and do not serve the greater good.

1) What are the ways you meet your needs?

- For certainty?
- For variety / uncertainty?
- For significance?
- For love / connection?
- For growth?
- For contribution?

2) In order to feel certain, you use which vehicles? To feel uncertain?

3) In order to feel significant, you use which vehicles?

4) In order to feel love / connection, you use which vehicles?

6. Situation Specific Beliefs (S.S.B.s)

Ask the person to finish these sentences and/or ask these questions to uncover the beliefs he or she has in specific situations or contexts.

1) All bets are off when...

2) You violate your own values when you...

3) You break the rules when...

4) You break your own rules when...

5) Do you have a filter for your actions?

6) Is there a situation in which you'd kill somebody?

7) Are there any other exceptions to rules?

8) When is a time when you don't express who you are?

9) What is normal? Are you normal?

10) Why did you pick your partner?

7. Metaprograms

Ask these questions to discover the metaprograms that drive how this person processes information.

1) What is the relationship between these three shapes? (There are no wrong answers!)

Depending on your answer, you are a *matcher* (there are three rectangles), a *mismatcher* (you see how they are slightly different) or *sameness with exception* (there are three rectangles but one is on its side).

2) **How do you know when you're really good at something (or if you've done a good job)?** (Notice whether they look for external validation or if they look to themselves to make this evaluation. This tells you if they have an internal or external frame of reference.

3) **What do you want in a job?** (If the person describes positive things they want to move toward, then they have a "toward" based metaprogram. If they are looking to avoid specific things, then likely they have an "away" based metaprogram.)

4) **Why did you choose your current job?** (Notice if they focus on what they have to do (what's *necessary*), or if they are motivated by what they can do (what's *possible*).

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Fuel of Choice: Your Habitual Patterns of Emotion

Ask these questions to uncover the emotions this person regularly feels and experiences.

1. What are the emotions you experience most often? How many emotions do you experience at least once a week?
2. What are the feelings that you have?
3. What are the challenging emotions you feel once a week?
4. What are the empowering emotions you feel once a week?
5. What makes you fearful? Scared?
6. What makes you sad?
7. What makes you angry?
8. What makes you happy?
9. What makes you feel loved?
10. What makes you feel bliss?
11. What gives you ecstasy?
12. What's funny?
13. What's tender?
14. What's deep?
15. What are the dominant driving emotions of your life, both positive and negative?
16. What are the other emotions you experience in an average week?
17. What is the condition of your physical body?
18. What are your rituals? Where do you spend your time?
19. Who makes up your peer group? Describe them.

The first step in getting to where we want to go is understanding where we are.

NOTES

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Leverage is the single most important element in creating long-term change.

Definition

Leverage

The power to influence a person or situation to achieve a particular outcome.

Human beings rarely change until they associate so much pain to their old behavior that it becomes unbearable. At that point, they must associate pleasure to creating change.

Below are a few key distinctions to getting leverage:

1. It is important to understand their Model of the World so you can then understand what could be points of leverage.
2. As mentioned earlier, the "right" leverage is different for different people.
3. Leverage must be *immediate* to be effective: immediate pain for not changing now and immediate pleasure for changing now.
4. Find the leverage that meets this person's top Human Needs, Model of the World and beliefs.
5. If at first you don't succeed…you know the rest! It may take you a few times to find the right leverage. Remember to stay present with this person so you can pick up on signals that you have found an effective piece of leverage.

Discovering the right leverage takes skill and practice. You must first understand what someone feels they really need and what you can use to "bargain" with them to move toward more empowering actions.

In this session, you will learn two skills for obtaining leverage:

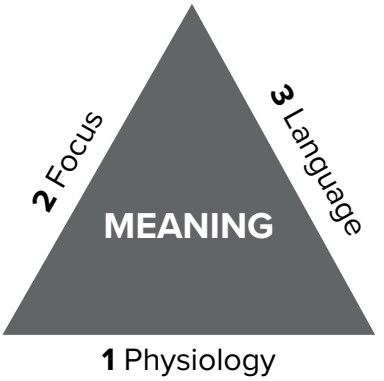
1. **Framing**
2. **Global Solutions**

The Basic Model for Change

In order to create lasting change in somebody, you can change:

1. How they feel (*their emotions*)
2. What they are doing (*their behavior*)

To change behavior, it all goes back to The Triad: The 3 Molders of Meaning:



Using Framing to Get Leverage

To change emotions, you must first help people change the meaning they are giving to a situation so that they see it in a different way. There are three practical approaches you can utilize when influencing meaning:

1. **Pre-Framing:** When you tell someone in advance what to pay attention to and what it is going to mean to them. This is one of the most powerful tools of influence.
2. **Re-Framing:** When somebody already has a problem and you change what it means by having them see it through another frame of reference.
3. **De-Framing:** When somebody is caught up in a particular element and you simultaneously destroy their frame of reference.

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4 Keys to Using Framing Effectively

1. **Rapport:** Before you try framing someone, you must have rapport.
2. **Questions:** Do it in the form of questions whenever possible.
3. **Interrupt Their Pattern:** Use a frame that interrupts their pattern. When you tell a story, people go into a trance, or when you ask a bizarre question that has nothing to do with what they are doing, it will startle them or make them laugh, and put them in a new state.
4. **Physiology:** Constantly help them change their physiology without their awareness.

Pre-Framing

Pre-framing is setting up *in advance* what you want someone to focus on as well as not delete from their experience. It is a powerful tool to put someone in a state for change. Pre-frames are statements that create expectancy. Powerful and effective leaders expend more of their energy focusing on how to set up their request rather than thinking about how to best structure the request itself. Essentially, what you do up front will determine what someone hears afterward.

2 Keys to Pre-Framing

1. Frame things in a way that relates to *their* benefit.
2. Ask questions to which you already know their response so that you can control the frame.

Example

You are trying to get leverage on your team at work to align with the new company mission.

You could say: “I need to talk to you about a huge change in the company that will affect you all, but my hope is you will like the direction we are heading in.”

Or

You could say: “I am so excited to share with you the direction and next level our company is heading in. We now have the opportunity to have more impact, opportunities and resources to reach our customers.”

What statement do you think would get more leverage and buy-in for aligning people with your new company mission? Remember, in getting leverage, you can use pre-framing to set up in advance what you want someone to focus on.

Re-Framing

You can obtain leverage by causing a radical shift in focus. Re-framing changes the meaning of an experience. You can create a different meaning by comparing or contrasting.

There are two types of re-framing:

1. **Context Re-Framing:** Change what something means by helping the person see it in another context or situation. Show them how something that seems to be a problem in one situation is a benefit in another.
2. **Content Re-Framing:** Change the imagery surrounding an event in the past by scrambling it so they don't see it anymore or by giving someone new information that they didn't have so that their new understanding transforms the meaning.

Example

"I owe the IRS $1 million dollars this year."

Re-frame: "Wow! You must have really made a lot of money to owe that much."

There are three keys to an effective re-frame:

1. **Interrupt the pattern.**
2. Use **questions.** When asking people questions, come from a state of curiosity.
3. **Align with their beliefs.**

De-Framing

De-framing is another technique to obtain leverage by causing a radical shift in focus. De-framing completely destroys a person's present frame of reference, changing his or her focus and altering how that person evaluates a specific situation.

For example, if you were trying to sell a house, but someone objected that the house was too expensive, you could de-frame this response by saying, "I'm also concerned whether you can qualify for the loan."

Example

You are talking to a friend who has been down and out lately because she feels like she's experiencing a run of bad luck (she got passed up for a promotion, got in a minor car accident and got in a fight with her boyfriend – all in one week).

You could change her focus by using a de-frame:

You could say: "It's a funny thing, I was just talking to this single mom the other day who got laid off from her job and had to sell her car to pay her bills…"

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Global Solutions

When people are failing to change, it is most likely that they have some sort of belief system that tells them that their action(s), behavior or pain is on some level meeting their needs. In other words, the reason they don't change is because they think changing their state from pain to pleasure would take away something that is meeting one of their needs. Perhaps they are getting some sort of payoff from the pain (for example, significance or connection via others' sympathy).

If you are looking for leverage to help people to make a shift away from pain and into pleasure, then you need to help them find something that they value more than the pain and the payoffs they are getting from it now.

Show them how their current behavior is causing pain, and find a global solution to create a new behavior or action that will empower them by meeting their needs and giving them pleasure.

Example

Years ago, Tony Robbins discovered a global solution that helped him get past most upsets in his life. When Tony experienced difficult situations in his life, his leverage for moving past his feelings of upset was his belief that "I can find something out of this experience. If I figure out what it is and how to solve it, I can share it with millions of people, and I can make the whole world better."

So Tony's point of leverage is his belief (his global solution) that he values making things better for the world much more than hanging on to any pain or upset. In other words, he refocuses and finds an empowering meaning out of his pain to help meet his need for serving others.

"The meaning of things lies not in the things themselves, but in our attitudes towards them."

– Antoine de Saint-Exupery

Your Assignment

Find at least three opportunities to practice framing skills before the next session. Do you have any friends, co-workers or loved ones who are experiencing a perpetual upset in their life? How can you practice framing to help them find more empowering ways to handle the situation? Capture below any thoughts or distinctions you have as you are practicing.

1.

2.

3.

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DAY 5 – STEP 3: INTERRUPT & ANNIHILATE THE LIMITING PATTERN

All change is nothing but the interruption of disempowering patterns over and over again. To change someone's pattern, all you have to do is "scramble" the pattern. This is known as a pattern interrupt. The outcome is to consistently, repeatedly, appropriately and outrageously interrupt limiting perceptual or behavioral patterns in order to create a space for new choices for oneself and others at any moment in time.

Definition

Pattern Interrupt

A technique from neuro-linguistic programming (NLP) that uses an unexpected movement, gesture or response that creates momentary confusion in order to break someone's usual ways of thinking or acting and open them to new habits and thought patterns.

We all have areas of our lives in which we're extremely resourceful. Change is really about taking resources from one area of your life and bringing them to an area where there aren't enough resources. In this way, you'll be able to handle anything.

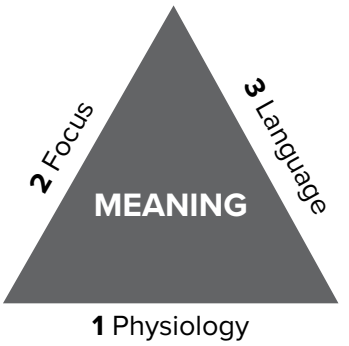
By interrupting someone's pattern, you bring their resources to where they are needed. Then, once you get there, you can reinforce the new pattern. You want to condition the change so that it becomes automatic.

Breaking patterns is one of the most important skills to help create change. All the other change agent tools give you precise ways to sculpt a person after the old pattern is broken. However, you must have rapport, respect and connection to do so. Remember, this means never coming from a place of judgment or mockery but of service and empathy.

3 Primary Patterns to Break

To be effective, you must break all three sides of the Triad:

1. Patterns of Physiology
2. Patterns of Focus
3. Patterns of Language / Meaning



The quickest way to change someone's state is to interrupt a pattern of *physiology,* for example:

- Temperature
- Body movement
- Facial expressions
- Pressure (touch)
- Proximity
- Speed of movement
- Tonality (voice)
- Tempo (voice)

The best way to interrupt someone's pattern of *focus* is to do or say something outside of what is generally acceptable in "polite company." This takes their attention away from the pattern they're running. You can count on anything that elicits the following reactions: gross, sexual, humorous, confusing or weird.

REMINDER

All pattern interrupts must be done under the umbrella of rapport. If you break rapport, you must gain it back immediately.

Here are a few additional distinctions to remember when breaking patterns...

1. **Questions:** Questions are tools that help you understand what's going on – and are also a great resource for breaking patterns. The more outrageous and unexpected the question, the more effective it is as a pattern interrupt.

2. **Be Aware:** Most of the things that control people are patterns that are primarily unconscious. Just by bringing them into a person's awareness, you create an "aha" moment and become more empowered to make a change. And, when someone is aware, you can change things sooner.

3. **Find the Source:** Look for consistent emotional patterns that degrade the quality of the person's life. If you only change their behavior without changing the emotional root, the problem will simply relocate.

   The source of a problem is always an emotional pattern of:

   - Physiology
   - Focus
   - Language / Meaning

Change the emotion by immediately breaking the pattern in each of these areas as soon as you become aware of what the person is doing. This gives them control over their emotional pattern and enables them to create a new set of empowering emotional habits.

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DAY 5 – STEP 3: INTERRUPT & ANNIHILATE THE LIMITING PATTERN

Your Assignment

Think of a negative emotional state you get into when you are upset, and brainstorm a few pattern interrupts you could use on yourself to break this state. Now get yourself into that negative state and break your pattern! Have fun with it and explore and practice a variety of ways to break your own pattern.

1. **What pattern interrupts did you come up with for yourself? List them here.**

2. **How will you know when to deploy these?**

NOTES

"When patterns are broken, new worlds emerge."
– Tuli Kupferberg

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DAY 6 – STEP 4: DEFINE THE PROBLEM IN SOLVABLE TERMS

After you've begun to understand and appreciate a person's world, gotten some leverage and interrupted a limiting pattern, the next step to create lasting change is to break a problem or challenge down to something that can be solved and achieved so a person can find a new, better way to meet the needs they value most.

People often trap themselves by making their problem much bigger than it is so that it is overwhelming or by defining their challenge in unsolvable terms. They are either so fuzzy that they can't get a clear view on what the challenge actually is, or they use language and beliefs that make them think that change is impossible, so they set themselves up to lose before they start.

There are many different ways of defining and understanding what a person wants or needs to change, and the fastest way is to help them stop focusing on the problem and instead focus on the outcome they want. As a leader, you can create massive change in a person by helping them define or redefine their problem in easy, solvable terms. The key is to break down the problem in a way that the person sees that it can be solved.

Keys to Defining the Problem in Solvable Terms

1. Define the problem. What do they really want?
2. Help a person define what is lost. What needs or feelings need to be restored?
3. Look for what is really stopping them, not what they *think* is stopping them. This is where you will discover what to redefine.

Often the solution can be found in changing the filter through which they are looking at their problem.

Pattern Recognition

Pattern recognition is power.

Before we begin to focus on a problem in definable, solvable terms, we must first understand how people's habitual, automatic patterns of focus, thoughts, feelings, and ultimately actions contributed to creating the problem to begin with.

When working with people, the ability to recognize patterns allows you to get to the underlying source of the problem – the pattern – that often results in their success or failure, fulfillment or emptiness, happiness or upset in their lives.

People also have patterns in how they evaluate a situation or a problem – patterns of optimism or negativity, resourcefulness or helplessness, for example. When you recognize a pattern, you can save a ton of time and get results faster. You can predict events and behavior, which enables you to anticipate. The ability to anticipate and prepare for things in advance is a huge competitive edge in life!

There are 3 steps to working with patterns to create change:

1. **Pattern Recognition** (identifying patterns)
2. **Pattern Utilization** (intentional use of existing patterns)
3. **Pattern Creation** (intentional development of a new, empowering pattern)

Step 1: **Pattern Recognition**

We all have the same six needs, but what makes people different is how they go about getting them. And, as we have discussed, how they go about getting their needs met is based upon a Model of the World, a set of beliefs, a set of principles, a set of values and a set of rules. This entire process is usually almost completely unconscious.

When significant events happen in your life that affect your nervous system, your brain begins to try and figure out the source of those feelings and it develops a plan to either duplicate those feelings and responses if it's pleasurable or avoid them if it causes pain.

An individual's Model of the World, their way of thinking and believing, and additional references they have contribute to the decisions they make about how to feel, act or react. Therefore, patterns are shaped from our Model of the World and our life experiences, oftentimes without awareness of what those patterns are or the effect they have on our lives.

The first step to pattern recognition is to identify any patterns that we may be running and whether they are positive, neutral or negative. Awareness alone can be a big step toward creating lasting change.

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Steps 2 & 3: **Pattern Utilization and Creation**

Once you understand the pattern a person is running, you can then utilize that pattern to create change. Perhaps you help a person notice a pattern that creates tremendous success in their life. Can they utilize that pattern in other areas? Or conversely, maybe they have a destructive pattern. You can help them break that pattern and then replace it with a more empowering one.

The more you become aware of and practice identifying patterns, the more likely you will be able to actually *create* new patterns. You can create patterns by exploring what has worked for others, what has worked for you in the past or what may work in the future. So to recap:

Natural Steps to Positive Pattern Creation

1. Recognize the pattern.
2. Utilize patterns.
3. Start creating your own patterns.

Personal Mastery

If you're going to be a leader, you must be able to affect people at many different levels, and you have to begin with yourself. You have to develop your own Personal Mastery.

There are three levels of Personal Mastery:

1. **Develop the ability to change your state in a moment.** Lead yourself. Take yourself from a state where you're overwhelmed, you're tired, you're frustrated, you're burnt, you're angry, you're sad – and condition yourself to be able to change it in a heartbeat.
2. **Change your state in an environment or a context**. Make your worst your best. Be able to change yourself in even a difficult situation by linking it to a situation that puts you in a great state. Take another individual and help them change.
3. **Live in a peak state consistently.** Create a "peak state" Model of the World. Spend the majority of your time feeling centered, strong and fulfilled.

When you're able to do all three of these things, you will have achieved a level of not only Personal Mastery, but also masterful leadership. You'll then have the power to help another individual do the same things and eventually develop the mastery to lead and transform whole groups of people and cultures. But it all begins with you.

Destiny Is the Study of Consequences

Everything in life is a cause set in motion, often resulting in the creation of a pattern over time that we may not even be aware of. And for every cause, there is an effect. That effect builds upon previous effects, which then creates a direction. And, for every direction, there is an ultimate destination or destiny.

Destiny is where you "end up," which is the result of every action and decision along the way. It's not eating one piece of cake or hitting the snooze button one time instead of hitting the gym but doing these things repeatedly over time.

When you think a thought, it becomes an action in your body. In fact, another word for cause could be action. Therefore, the accumulation of actions is what ultimately shapes our destiny. And every action is "fathered" by a decision.

Lag Time

Lag time means that when you take an action, there is a delayed effect. Most actions don't affect your destiny unless you take that action a few more times. You don't just get to a destiny right away after one action or decision; you have to have been heading in that direction for a while. This principle works both in the positive or the negative.

Along the way, people often to start question their journey. Because the reward is not instant, they think that they are not being rewarded at all. If this happens to you and/or someone with whom you are working, just remind yourself that you're in lag time. If you stop suddenly and give up, you'll never get where you want to go. But if you stick with it, you might be right on the verge, the tipping point.

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DAY 6 – STEP 4: DEFINE THE PROBLEM IN SOLVABLE TERMS

Decisions Shape Your Destiny

All change is nothing but a decision. If you don't like something in your life, such as your job, your partner or the state of your physical body, you can decide to change it. But as you know, it's rarely that simple, because regardless of what we say we want, all decisions are controlled by what we link to pain and pleasure.

When we make evaluations, the brain uses three criteria to decipher the source of our pain.

1. What's **unique** to the situation.
2. What's happened **recently.**
3. What's happened **consistently.**

False Neuro-Associations

Unfortunately, the brain often misinterprets one of these three sources, causing a person to spend their whole life reacting to things that aren't true. For example, a person might become terrified of loud bangs after experiencing time at war. Even if the noise is unrelated to guns or other types of artillery, the person is likely to have a negative reaction to the noise. When we create this incorrect association, we create what's called a false neuro-association. Then we base future decisions on this false neuro-association, without questioning it, and our brains will cause us to avoid even the very thing we desire most.

Mixed Neuro-Associations

Sometimes people start linking pain to the very thing that would give us pleasure. We call this a mixed neuro-association. Even though both forces are present, people will almost always do more to avoid pain than to gain pleasure.

Destiny is shaped by decisions, but decisions are shaped consistently by your system of evaluating.

Two Elements of Evaluation

Our brain is constantly evaluating events or situations – often determined by our neuro-associations, whether accurate, false or mixed – which will then determine the decisions we make.

Two of the primary ways in which we make our evaluations, whether we are conscious of this or not, are the following:

1. **Your State**

   The state you're in determines how you'll make evaluations. For example, when you're worried, you don't make the same evaluations or decisions as when you are feeling totally confident. You will make different decisions in a loving state than you will in an angry state. A decision made from fear is almost always the wrong decision, yet many of us make decisions from a fearful state.

2. **The Questions You Ask Yourself**

   We all have certain questions we habitually ask ourselves – often unconsciously – that affect what we focus on, how we evaluate events and situations and drive the decisions we make:

   Your Primary Question:

   Out of all the questions you ask, there is one singular question that controls your life. It is a dominant question that filters your conscious and unconscious thinking on a consistent basis in your life. Most people are not aware of this, yet it becomes the ultimate laser and/or filter for what you consistently notice (or fail to notice) and experience in your life.

   What is the primary focus of your life?

   Once you understand the Primary Question driving your focus, beliefs and actions, you can create a new empowering question that fulfills your needs and leads your life in the direction you desire.

Example Primary Questions

How can I fix this?

Am I good enough?

How can I protect myself?

What if I fail?

How do I make everyone happy?

How can I make it better?

"Ask a better quality question and you'll get a better answer and, therefore, a better result."

– Tony Robbins

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Questions You Ask Yourself on a Day-to-Day Basis:

The brain is like the ultimate supercomputer. Whatever you ask, it must answer. So even if there isn't an answer, your brain will manufacture one. It will come up with some shading or reference for it. So when you ask a question like "What's wrong with me?" the brain doesn't ever stop and ask, "Wait a second, is there anything wrong with me?" It just answers the question you give it, manufacturing an answer if it has to. You can literally think yourself into believing that there's something wrong with you, when in fact there may not actually be anything wrong with you.

The quality of my life is the quality of my evaluations.
Superior evaluations create a superior way of life.

Sample Questions That Access New Resources

The following questions are specifically designed to cause you to experience more happiness, excitement, pride, gratitude, joy, commitment and love every day of your life. Remember, quality questions create a quality life.

Become fully associated and come up with two or three answers to all of these questions. If you have difficulty discovering an answer, simply add the word "could." Example: "What could I be most happy about in my life now?" This works whether you are asking these yourself or helping someone else access more of their resources.

Problem-Solving Questions

1. What can I learn from this?
2. What's great about this?
3. What is not perfect yet?
4. What am I willing to do to make it the way I want it?
5. What am I willing to stop doing to make it the way I want it?
6. How can I enjoy the process?

Morning Power Questions

1. What am I happy about in my life right now?
   What about that makes me happy? How does that make me feel?
2. What am I excited about in my life right now?
   What about that makes me excited? How does that make me feel?
3. What am I proud of in my life right now?
   What about that makes me proud? How does that make me feel?
4. What am I grateful for in my life right now?
   What about that makes me grateful? How does that make me feel?
5. What am I enjoying most in my life right now?
   What about that do I enjoy? How does that make me feel?
6. What am I committed to in my life right now?
   What about that do I enjoy? How does that make me feel?
7. Who do I love? Who loves me?
   What about them makes me loving? How does that make me feel?

Evening Power Questions

1. What have I given today?
   In what ways have I been a giver today?
2. What did I learn today?
   How can I use what I learned today in my future?
3. How has today added to the quality of my life? How can I use today as an investment in my future?

Questions That Create Success

1. Did I give my full effort? Am I giving my full effort?
   How can I give my full effort now?
   If I were to give my full effort, what would happen?
2. Did I learn something? Am I learning something?
   How can I begin to learn something new?
   If I begin learning now, what will happen?

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DAY 6 – STEP 4: DEFINE THE PROBLEM IN SOLVABLE TERMS

Using Patterns to Define the Problem in Solvable Terms

Defining the problem for yourself or for others means first recognizing the pattern of thoughts, feelings and actions that leads to decisions. We need to become aware of how these decisions shape our patterns and consequently our destinies. We need to notice how we evaluate the significant events of our lives and determine whether we ask ourselves empowering or disempowering questions.

Once we uncover the pattern that is the source of the problem we want to solve, we can define the problem in a way that's solvable and then interrupt our pattern of focus so we can create new patterns that lead us to what we want.

Your Assignment

Talk to someone else about a problem they're having. If you can't find someone to talk with, use these questions to investigate a challenge of your own:

1. Look at the root of the problem. What pattern of thought, emotion or action has led to this problem?

2. Define it in a way that can be solved. What's really going on? How is state contributing to the problem? What about focus? What questions could the other person be asking to feel stuck or hooked by this situation?

3. What are they aware of now that they weren't before? How might this awareness help lead them to a new and better solution for the future?

NOTES

"Problems are the gifts that make us dig out and figure out who we are, what we're made for and what we're responsible for giving back to life."

– Tony Robbins

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If you're going to change a behavior, thought process or action, first you've got to interrupt the old pattern and then you've got to give the person something new that meets the same needs. In other words, you can't just stop doing something; you have to start doing something else.

Creating new alternatives empowers a person to find all the options that are available, thus creating multiple ways to meet their needs. There are unlimited alternatives found within a person's imagination, creativity and history that can be used to create new physiologies, focuses, questions, language, beliefs and meanings.

One simple, yet powerful, empowering alternative is transforming the language we use – using Transformational Vocabulary.

Definition

Transformational Vocabulary

The intentional use of language to alter or enhance the experience of a situation or an emotion.

Transformational Vocabulary is a tool designed to help people to employ habitual vocabulary – the words we consistently use – to amplify or lower the intensity of their emotional states. We can lessen the intensity of negative states and increase positive states by intentionally choosing softeners or emotionally charged words. For example, instead of "I'm furious!" you can say, "I'm a little upset." Instead of "I'm fine," you can say, "I'm fantastic!"

Transformational Vocabulary gives you the power to actually change your experiences in life by lowering the intensity of negative emotions to the point where they no longer control you or taking positive experiences and increasing them to even greater heights of pleasure. You can also use Transformational Vocabulary to make your language so outrageous or potent that it interrupts your pattern.

The Power of Words

When two people meet, words actually have the least amount of impact in terms of how a person feels about the other. According to research done by Albert Mehrabian, professor emeritus in psychology at UCLA, words comprise only 7% of communication. In fact, 55% of communication is visual (body language, eye contact) and 38% is vocal (pitch, speed, volume, tone of voice). Physiology and tonality are far more important in this regard. However, words have an unbelievable power in how they affect your own set of beliefs.

When it comes to yourself, however, the words you use from moment to moment shape your destiny. Words can make us laugh, cry, wound and heal. They can change the way you think and feel in an instant. Just one word can change your state by creating a biochemical effect in your body. The *habitual* words we use have an even greater effect.

Words Create Beliefs

The words that we use consistently shape who we are. They not only express, but also actually create our beliefs. Our beliefs are made up of words!

Your brain is constantly creating shortcuts to make decisions more quickly. These shortcuts become your belief system, comprised of a series of generalizations of your life experience so far. However, the generalizations that you create can either empower or disempower you. Because the belief is made up of words, when you change one word, you can actually change the meaning.

Listen to Your Word Choices

Use this chart as a diagnostic tool when you are working with other people. Look at their physiology and listen for words that are creating limits as they speak or think out loud. They don't even notice that they are using words that create disempowering beliefs, but *you* can.

How do these words feel different?	
Angry	**Peeved**
Good Manners	**Chivalry**
Interest	**Passion**

Defusing Negative Words / Phrases		
Angry	TO	**Disenchanted**
Depressed	TO	**Calm Before Action**
That Stinks	TO	**That's a Little Aromatic**
Failed	TO	**Learning**
I Hate	TO	**I Prefer**
Irritated	TO	**Stimulated**
Overwhelmed	TO	**Popular**
Rejected	TO	**Misunderstood**
Lonely	TO	**Unoccupied**

Amplifying Positive Words / Phrases		
Comfortable	TO	**Smashing**
Determined	TO	**Unstoppable**
Fast	TO	**Ballistic**
Fortunate	TO	**Unbelievably Blessed**
Great	TO	**Phenomenal**
Interested	TO	**Enthralled**
Enjoy	TO	**Relish**
Paying Attention	TO	**Incredibly Focused**
Smart	TO	**Brilliant**
Good	TO	**Ecstatic**

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Compare the words in the left column in the chart above to their counterparts on the right. How do they feel different? Notice the distinction between feeling “angry” or “peeved” for example. Is the intensity different? Would you feel differently if you described your state in one or the other of those ways?

As you go down the chart, you’ll see alternative vocabulary choices to help you transform the way you feel and what you believe in a situation. There is a section that shows examples of alternatives that soften or diffuse negative words, and another that gives you words to dial up a positive feeling or belief.

The point is, you can alter your state and your beliefs by the kinds of words you choose to use. So be sure to watch your “T.V.” (Transformational Vocabulary)!

The minute you take your experience of life and put it into a word, it becomes what you call it. The label you put on your experience becomes your experience.

Habitual Vocabulary

We have over 500,000 words in the English language. That’s the largest language in the world. Out of those words, we have 3,000 to express emotions. However, most people only use 12.

By trying to fit complex experiences into a limited habitual vocabulary, we distort, delete or generalize and literally change our experience. This process impacts our emotional intensity, or lack thereof, in almost every moment of our waking experience. Overall, if you become more precise in your distinction about what word to use, you might be able to change your experience.

In fact, you can actually adopt a person’s emotional patterns by adopting their language patterns, especially if you model their physiology when you say the words. For example, if a person’s habitual vocabulary for painful experiences is limited to “furious” or “angry,” then they may not critically analyze those negative sensations and may inappropriately amplify the internal experience and make it much worse than it needs to be. Other people may have the exact same intensity of sensation or experience, but their habitual label for it is “annoyed.” They have immediately transformed their sensations to a much lower level of emotional intensity than that of the person who uses the word “angry” or “furious.”

Positive sensations work the same way: using the word “phenomenal” produces a much more powerful positive experience than “okay” or “all right.” Developing and enhancing the scope and quality of our Transformational Vocabulary instantly expands our emotional experience of life itself.

Words are the building blocks of the human experience. And the words that you use habitually are shaping you – your beliefs, the way you think and what you do, whether you know it or not. And now you know! It’s the same for everyone you come into contact with.

Expand your vocabulary; expand your life.

Exercise

Write three words that you habitually use to describe negative emotions, and come up with three alternatives.

3 Negative Emotions	3 New Alternatives

If you don't have a word for it, you make it difficult to experience.

Write three words that you habitually use to describe positive emotions, and come up with three alternatives.

3 Positive Emotions	3 New Alternatives That Intensify the Feeling

Create a Supportive Environment

Ask your friends to catch you, and catch others, in the moment when they are using disempowering Transformational Vocabulary. Ask questions: "Are you really humiliated? Or are you angry? Are you really angry, or are you upset?"

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Vehicle Analysis

Another great tool to create a new empowering alternative is the use of vehicles. Vehicles are the methods a person uses to try to meet their needs, and they can do it in a way that's empowering, disempowering or neutral. For example, a person can meet their need for variety through something negative like drugs or something empowering like going on a nature hike. As a leader, you can help someone identify ways they are meeting their needs that are not good for them and find vehicles that can meet the same needs in a more fulfilling way.

Your Assignment

1. **Think of something you love to do.** Now as you think about this thing or activity, feel the way you would if you were actually experiencing it. Notice how this makes you feel: What do you believe? What is your physiology? What is your focus? On a scale of 0–10 (10 being the best), how well does this activity meet each of your 6 Human Needs?

   We've provided a chart on the following page for you to fill in. You could do the same exercise to evaluate each of your favorite activities or things, but for now just choose one.

   Ask yourself: "What is something I love, or love to do?" (e.g., work out, drink wine, be with my family, paint, coach a kids' sports team, cook, speak on stage, etc.)

   Fill in your answer where it says "Activity / Behavior."

   In the left column, you'll see all the 6 Human Needs. Next to each one, check "yes" or "no" depending on whether you feel the activity / behavior meets that need for you.

   Next, rate how *much* this activity meets your need. To what degree does it fulfill it? (There are no wrong answers!)

   In the last column, journal about how or why the activity / behavior fulfills that need. For example, spending time with family might meet your need for certainty at a level of 10 because you know you can always rely on them and you know being with them will bring you pleasure. For someone else, however, that same activity might rate a 2 because people they love routinely let them down.

   Go down the chart and evaluate your chosen activity or behavior against all the 6 Human Needs in the left hand column.

Human Needs Analysis Chart with _____ (Activity / Behavior)				
Does _____ (Activity / Behavior) **Fulfill My Need For** _____**?**	**Yes**	**No**	**Rate the Level of Fulfillment** for This Need (0-10)	**How, Specifically, Does This Meet or Fail to Meet My Need?**
1. Certainty Ability to avoid pain (e.g., increase / decrease stress) and gain pleasure				
2. Uncertainty / Variety Surprise, diversity, difference				
3. Significance Importance, uniqueness, being				
4. Love / Connection Bonding, oneness, sharing, intimacy, feeling a part of, unity				
5. Growth Learning, changing, expanding, stretching, improving				
6. Contribution Giving, helping, serving, nurturing, making a difference				

2. **Now think of something you know you need to get yourself to do, but you just don't do it.** Think of something you *hate* to do.

   On a scale of 0-10 (10 being the best), how well does this activity meet your 6 Human Needs? If you hate it, you may not feel it meets any of your needs right now. But how *could* it if you really wanted it to? What can you change (perception or procedure) to meet your needs in a more effective way? For example, you might hate to exercise, but you know you need to do it. How could you change your perception or procedure (or both) around exercise to make it meet more of your needs? You might increase its ability to meet your need for love and connection by going on hikes with your significant other or a group of friends. You could meet your needs for variety and significance by trying out a new and unusual or daring sport like fencing or polo.

   Then try filling in the chart with how it *could* meet each of your needs if you tried a new way of doing it or seeing it.

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Human Needs Analysis Chart with _____ (Activity / Behavior)				
Does _____ (Activity / Behavior) **Fulfill My Need For** _____**?**	**Yes**	**No**	**Rate the Level of Fulfillment** for This Need (0-10)	**How, Specifically, Does This Meet or Fail to Meet My Need?**
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4. Love / Connection Bonding, oneness, sharing, intimacy, feeling a part of, unity				
5. Growth Learning, changing, expanding, stretching, improving				
6. Contribution Giving, helping, serving, nurturing, making a difference				

NOTES

"The world we live in is the world we choose to live in, whether consciously or unconsciously. If we choose bliss, that's what we get. If we choose misery. we get that too."

– Tony Robbins

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DAY 8 – STEP 6: CONDITION THE CHANGE: UNTIL IT BECOMES A HABIT

When creating change, you want to make sure that any positive change will last beyond the moment and will stick in the future. A pattern won't stick just because you had a conversation or made a new distinction in the moment. You have to condition the pattern and create reinforcement. Any thought, feeling, emotion, behavior or belief that is consistently reinforced will become conditioned.

One way to condition any thought, feeling, emotion, behavior or belief is to anchor it.

Definition

Anchor

An anchor is a *created association* between a specific stimulus and a specific state.

Anytime you learn to associate an emotional state with a particular trigger – something you see, something specific you hear, something you feel, even something you smell – all you have to do is turn on the trigger and you will feel the state.

Whether or not we are consciously aware of it, we are constantly creating anchors to certain situations, people and experiences. When you are in an intense state – positive or negative – it will get linked to anything unique that is consistently happening at the time.

Types of Anchors

Sight **Sound** **Touch** **Smell**

4 Steps to Create an Anchor

Our goal is to create anchors *on purpose*, to allow us to access desired states and feelings on demand.

Step 1: **Either catch the person in a peak state or put the person in a peak state.**

Step 2: **At the peak state, consistently do something unique.**

Test to see if it works by doing the following:

Step 3: **Interrupt their pattern.**

Step 4: **Re-fire the trigger.**

4 Keys for an Anchor to Work

Key 1: **Make sure the person is in a peak emotional state.**

This is the most important factor. If a person is laughing hysterically, you can fire the anchor 10 years from now and it will still work. However, if a person is barely laughing and you anchor them, that anchor might not even last a minute. So to either catch them when they're in a peak state or *put* them there, by getting them to remember a time when they were feeling amazing or getting them to change how they are using their body.

Key 2: **Now, create the anchor at the peak of the experience.**

For an anchor to work, it must be performed at the exact peak moment of the experience. Trust your instinct to find the right moment. Your unconscious has more power than your conscious mind ever dreamed of being. Trust it!

Key 3: **Create a unique trigger.**

Make sure the type of anchor you choose is different enough to break the pattern, but not so strange that it may trigger an inappropriate reaction for the person in certain situations.

Key 4: **Be able to effectively replicate the anchor.**

It will not fire off again later unless you replicate it identically. Make it something that's easy for you to do or for them to do to themselves.

Remember, you can also create an anchor for yourself.

Getting Rid of a Negative Anchor

Step 1: **Create a series of positive anchors that are much more powerful than the negative one.**

Step 2: **Put the person in a peak state, and at the peak of that state, do something unique.**

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Incantations

Another tool to condition any change is to use incantations.

Definition

Incantation

An incantation is when you say something out loud with absolute certainty and you repeat it again and again and again until you begin to believe it.

Belief vs. Incantation

- A belief is stored in resident memory.
- An incantation is an activated belief structure. When you are saying an incantation, you engage your entire nervous system with the full force of your focus, your emotion and your body. And, its power far surpasses any other belief that you once had before.

Thus, the consequences of incantations are more powerful than beliefs.

Speak that which you wish to become.

Remember, you can't just get rid of an incantation if it's negative. Instead, you must replace it with a positive one, one that consistently causes you to feel, experience and be your best.

Examples

Every day in every way I'm getting stronger and stronger.

Every day in every way I'm getting happier and happier.

God's wealth is circulating in my life. His wealth flows to me in avalanches of abundance. All my needs, desires and goals are met instantaneously by infinite intelligence, for I am one with God and God is everything.

All I need is within me now.

Life is happening for me, not to me.

I am a force for good.

There is always a way if I'm committed.

I'm too blessed to be stressed!

There is greatness within me.

All my cells are happy and well!

I love money and money loves me!

5 Laws to Create Powerful Incantations

1. **The Law of Emotional Intensity:** Embody the emotions and beliefs you are declaring with conviction for each incantation.
2. **The Law of Conditioning:** Consistency is power. Repetition causes the incantation to become a habitual thought.
3. **The Law of Rhythm:** Think of your incantation as a rhythmic song you continually sing that strengthens, empowers and uplifts you.
4. **The Law of Synergy:** Engage as many of your senses as possible as you declare, experience, feel and own your new incantation.
5. **The Law of Reward:** Incantations are a gift you give yourself. Have fun with them!

Now I Am the Voice.

I Will Lead Not Follow.

I Will Believe, Not Doubt.

I Am a Force For Good.

I Am a Leader.

Defy the Odds.

Set a New Standard.

Step Up! Step Up! Step Up!

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Your Assignment

1. **Create a positive anchor for yourself or someone else using the steps you learned above.** (Remember, get in a peak state, consistently do a unique action and test it by interrupting the pattern and re-firing the trigger action.)

2. **Create a positive incantation for yourself.** Make it something you can easily remember and repeat. (It can be short, as long as it is meaningful to you.)

    - Ideas to get you started: See the examples on the previous page, or think of an incantation you'd like to condition around your personal power, health, love, wealth, service, gratitude or any combination.

    - Recite your incantation multiple times. Try using it when you are working out, driving or cleaning the house. (You must say it out loud. Using your body in the form of your mouth, your diapragm and your voice makes it so much more effective!)

    Write your incantation below. (Feel free to create more than one!)

NOTES

"What you consistently speak with emotional intensity you will experience, you will create and you will become. The words that you speak with emotional conviction become the life you live. This is your heaven or this is your hell."

– Tony Robbins

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When creating change, you must relate this change to a person's highest values and help them integrate their new empowering alternatives into the environment where they actually live. How many times do we go to a seminar or event, feeling totally transformed, only to revert to our old habits once we are back in our "old" day-to-day surroundings?

The outcome is to make sure the person is strong enough that even if the environment is extremely challenging, difficult or harsh, the change will still last. You also want to make sure they have the tools to create a surrounding environment that supports their change. Finally, it's important to help them understand how the change relates to what they value most and to what they ultimately want to accomplish in their life.

The Importance of Standards and Peer Group

The standards that a person has for themselves, and the standards of their peer group, are massively going to affect whether the change they have made will last. For change to last, it's vital for a person to surround themselves with a peer group that will hold them to higher standards, as well as create those standards within themselves.

How can we help others create an empowering peer group?

We can encourage them to:

- Create a physical environment that supports them (like throwing away all the junk food in the house).
- Join an organization or group.
- Seek new friends and peers that hold themselves to a higher standard.
- Get an accountability partner (like a physical trainer or gym buddy).
- Help them identify a role model or mentor they can connect with.

"The quality of your life is a direct reflection of the expectations of your peer group."

– Tony Robbins

The Power of Identity

The strongest force in the human psyche is the need to remain consistent with our own definition of ourselves – our identity. In other words, once we decide who we are as a person, then we will give ourselves no choice but to find a way to be consistent with that perception. However, many of us settle for an identity that is less than our true capability, so our job as leaders is to help others raise and expand their identity.

Definition

Identity

Identity is a set of beliefs about who we are as a person.

10 Tools to Transform & Expand Identity

1. **Give people an experience that transforms their identity**. For example, if a person believes they are boring, give them an experience of something exciting – and then anchor the feelings and beliefs that being exciting or adventurous is indeed part of their identity but that it was just repressed, hidden or undiscovered until now.

2. **Create a change in their physiology.** As we mentioned before, physiology is the filter through which we interpret all information, including beliefs we have about who we are. For example, if you train the person how to use their body in a more empowering way (like standing in a "power pose" with their shoulders back, their head high, etc.), then they will feel and experience life in a completely different way.

3. **Encourage them to live in emotional states that empower them.** For example, get them to live in passionate states, courageous states, playful states, loving states, etc. Remember, pain only motivates a person to make a change in the moment, but pleasure is a long-term motivator. If you can induce others to access states that consistently make them feel good, no matter what the environment is, then they'll want to continue living this way.

4. **Enhance and affirm their identity through incantations.** What's great about using an incantation to affirm identity is that it uses all three aspects of the Triad at once – physiology, focus, and language / meaning.

5. **Promote positive peer groups to help shape their identity.** Help a person create a peer group in which the identity they need is the only identity that will exist in that environment – and they'll be reinforced for it. In other words, the standard of the peer group will not allow for anything less. Almost anybody will respond to a challenge that is given from love, not from judgment, and from a person who is holding the standard that they are being asked to step into. The way you create the environment is to *be* the environment you want to create.

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6. **Use positive reinforcement.** Catch them doing things right and celebrate, which also shapes their identity through anchoring.
7. **Get them to link so much pain to the old identity that they have to shift.** When doing this, make sure they also link pleasure to wanting to shift. The only thing that will cause someone to change long term is if they believe the new behavior, belief, emotion or pattern will reward them.
8. **Teach them to act *as if*.** Say things like, "I know you don't know how to yet, but let's pretend you do." Get them to access the resources that are inside of them that they don't realize yet.
9. **Paint a picture for them of a more compelling future.** When a person believes they have a positive future, that alone shifts the perception of who they are.
10. **Help them master more skills.** As people feel they've mastered a skill, it gives them a sense of growth, and as they grow, their identity expands.

Remember, you can also use these same tools to expand your own identity as a leader. *You* can greatly influence change by *being* the leader, the one who sets the standard in the peer group. When you have a standard that's higher than anybody else in the group, that's what really makes you a leader.

> *If you can love everybody unconditionally*
> *and at the same time have a standard that's higher*
> *than anybody else in the group, you will become a leader.*
>
> *The person with the highest standard,*
> *the person who is the most dynamic in their capacity to influence*
> *through their caring and relationships, is the person who will lead.*

What It Takes to Be an Outstanding Leader

1. **Show up as a leader in terms of your own emotional state.** Align your state with the standards you have set for yourself. (If you don't, who else will?)
2. **Create and maintain rapport.** Creating and sustaining rapport can be found in the little things – like finding what's great in another person and giving them a sincere compliment, doing your homework and finding out their interests, being willing to make another person feel significant, etc.
3. **Develop and nurture the capacity to make others feel loved and significant.**

> **Leadership is not just a skill; leadership is a state of caring, a state of rapport and a set of standards that you hold consistently.**

Your Assignment

1. **Describe your "old identity" – if you can remember it!** How would you have defined yourself before you became exposed to the ideas, tools, resources and new ways of thinking in this program?

2. **Now define the new identity you have today, or want to have, and what you're committed to embodying from this day forward.** Who are you now? Brave? Adventurous? A transformational leader?

3. **Create a new incantation or anchor (or both!) to condition your new identity.**

"There is no gate, no lock, no bolt that you can set upon the freedom of my mind."
– Virginia Woolf

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DAY 10 – EXPANDING YOUR BREADTH & DEPTH OF LEADERSHIP

The job of a leader is to ultimately create breakthroughs.

It's been quite a journey so far. Before we go into how to maximize your leadership impact to create lasting change, let's remind ourselves of some what we've covered. Here are just a few highlights and main principles to consider about the people you will be helping:

To influence someone, you must find out what influences them already and what patterns they already run.

- **First Level of Impact: Their Model of the World**
  - Know their **Driving Force** – which two of the 6 Human Needs they value the most (the "target")
  - Discover their **Guiding Force –** their map of meaning and action (beliefs, rules)
  - Identify the primary emotions that are their **Fuel of Choice**
- **Second Level of Impact: Their Triad**
  - Patterns of **physiology**. How you use your physical body such as breath, posture, movement, etc.
  - Patterns of **focus**. Whatever you focus on, you will feel. Consistent focus = consistent feelings.
  - Patterns of **language / meaning**. As soon as we put words to an experience, it changes the *meaning* of our experiences.
- **Third Level of Impact: Their Environment**

How Do You Know If You're a Good Leader?

A leader has the ability to:

- Influence the thoughts, feelings, emotions and behaviors of other human beings.
- Move someone from an undesired state to a desired state: from a place where it is impossible to a place where they are driven to get it done and from a place where they are depressed and overwhelmed to a place where they are excited to make a shift in their life.

A leader does this by:

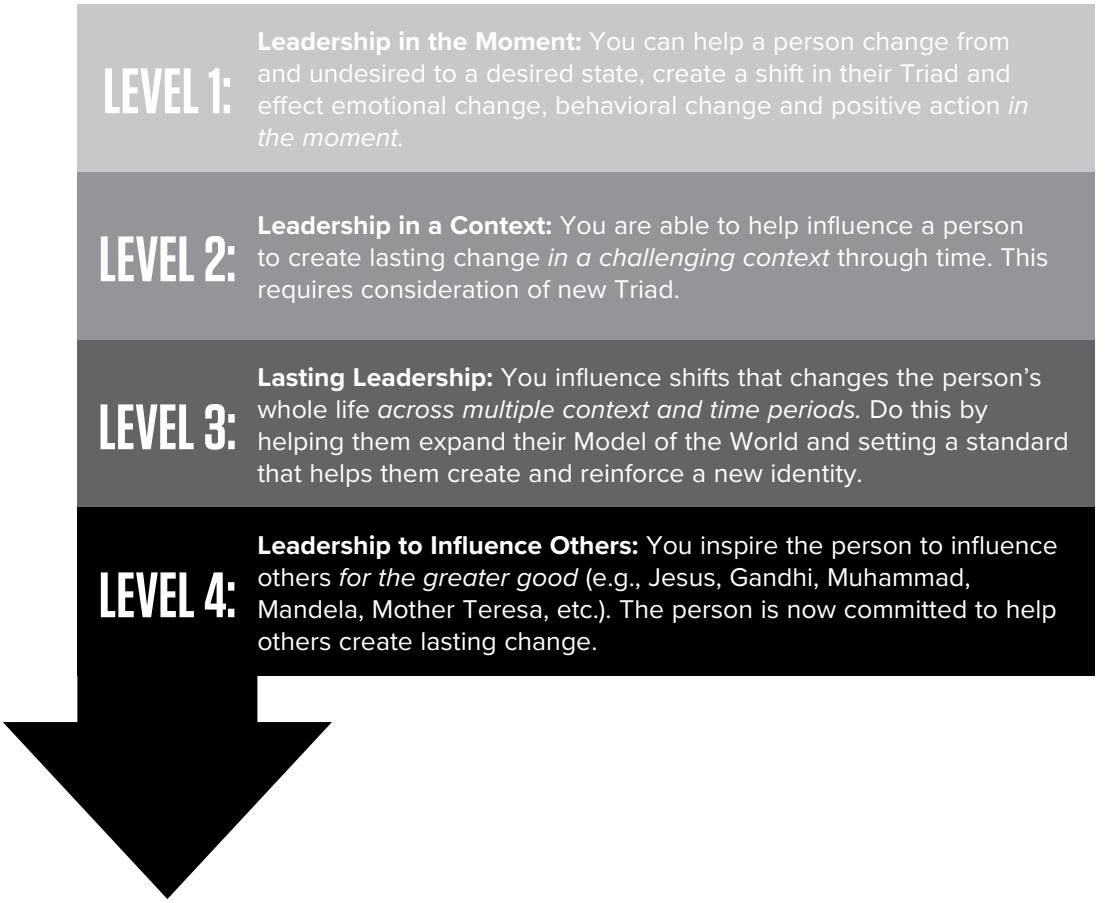
1. Defining where they are and where they need to go.
2. Using a set of tools to get them there by understanding their world.
3. Creating a relationship with them so that there is trust and respect.
4. Finding the leverage that makes change a must.
5. Interrupting the pattern that's stopping them.
6. Labeling the problem in a way that makes it solvable.
7. Bringing them into contact with new resources, creativity, ideas, strategies and tools.
8. Conditioning change so that it sticks.

How to Measure Yourself as a Leader

Now we're going to map out your current impact as a leader. You will see diagrams on the next pages to help you visualize this. Use feedback you get from yourself and from other people to create a greater depth of scale for impacting people as you grow in skill and understanding.

1. **Look at the *depth* of your leadership.** This relates to the *degree and duration* of change you are able to create in a person or group.
2. **Look at the *breadth* of your leadership.** This relates to how *many* people you influence.

The Depth of Leadership


LEVEL 1:
Leadership in the Moment: You can help a person change from and undesired to a desired state, create a shift in their Triad and effect emotional change, behavioral change and positive action in the moment.
LEVEL 2:
Leadership in a Context: You are able to help influence a person to create lasting change in a challenging context through time. This requires consideration of new Triad.
LEVEL 3:
Lasting Leadership: You influence shifts that changes the person's whole life across multiple context and time periods. Do this by helping them expand their Model of the World and setting a standard that helps them create and reinforce a new identity.
LEVEL 4:
Leadership to Influence Others: You inspire the person to influence others for the greater good (e.g., Jesus, Gandhi, Muhammad, Mandela, Mother Teresa, etc.). The person is now committed to help others create lasting change.

You can only influence someone to the level of depth you have mastered.

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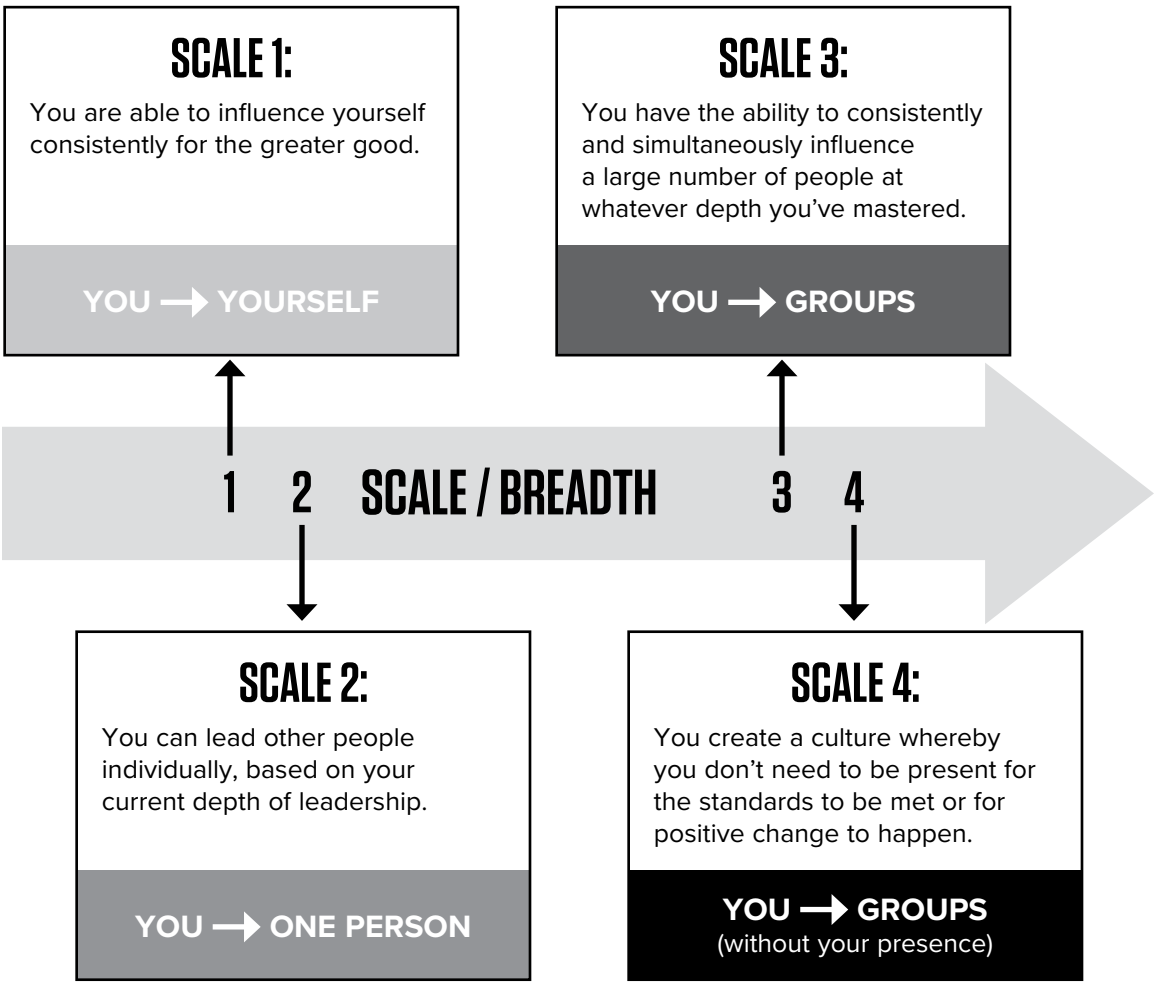
DAY 10 – EXPANDING YOUR BREADTH & DEPTH OF LEADERSHIP

The Breadth of Leadership

Like playing a piano keyboard, the number of scales you master (breadth) impacts the level of mastery you can deliver to the world. In other words, the bigger an area you are able "play" on, the greater volume of results you can produce.

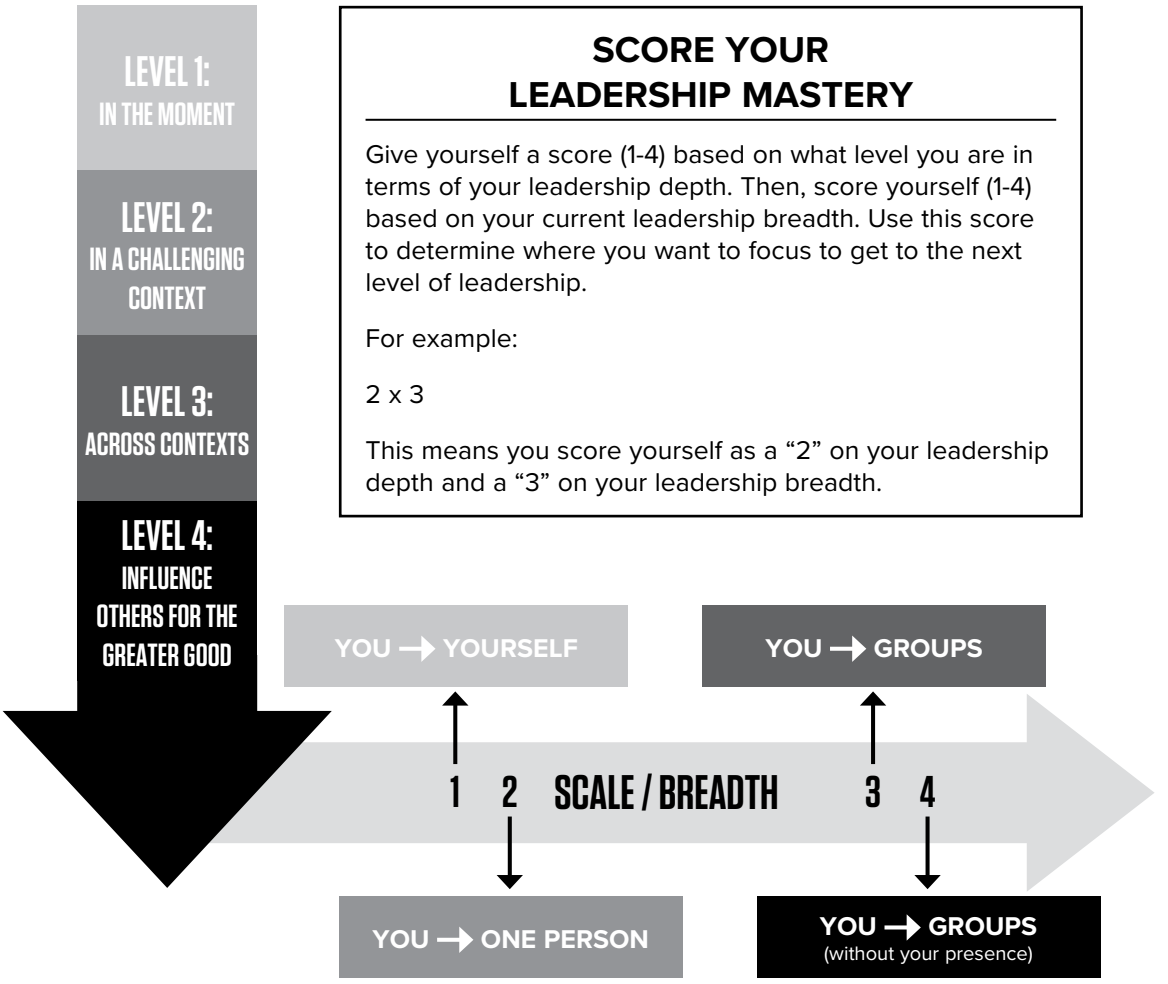

SCALE 1:
You are able to influence yourself consistently for the greater good.
YOU → YOURSELF
SCALE 3:
You have the ability to consistently and simultaneously influence a large number of people at whatever depth you've mastered.
YOU → GROUPS
1 2 SCALE / BREADTH 3 4
SCALE 2:
You can lead other people individually, based on your current depth of leadership.
YOU → ONE PERSON
SCALE 4:
You create a culture whereby you don't need to be present for the standards to be met or for positive change to happen.
YOU → GROUPS
(without your presence)

While they are both valuable, depth is more important than breadth. It's where you truly create lasting change.

The stronger you are at your ability to penetrate another human being's soul, not just in the moment but through time and without your being there, the greater a leader you are.

Where Are You on the Scale of Your Leadership Mastery?

- How deep is your level of leadership (depth of impact)?
- Where are you on the scale of influence (breadth)?



SCORE YOUR LEADERSHIP MASTERY

Give yourself a score (1-4) based on what level you are in terms of your leadership depth. Then, score yourself (1-4) based on your current leadership breadth. Use this score to determine where you want to focus to get to the next level of leadership.

For example:

2 x 3

This means you score yourself as a "2" on your leadership depth and a "3" on your leadership breadth.

How deep can you dive?

The depth of influence is a mark of a great leader, parent, partner, friend, mentor, coach, boss, co-worker and contributor.

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DAY 10 – EXPANDING YOUR BREADTH & DEPTH OF LEADERSHIP

Your Assignment

1. **Where are you on the scale of leadership mastery if you're really honest with yourself?** How deep is your leadership?

   What is your level of mastery in terms of scale / breadth?

2. **At what levels do you spend most of your time?** What is your current "center of gravity?" Where do you consistently live?

Go deep! Most people try to go wide before they have gone deep.

Secrets of Leadership Mastery

Be totally honest with yourself. Know where you really are in terms of your current ability to lead.

It doesn't matter where you start. What matters is knowing where you are because if you know where you are and you decide the level of leadership you want to go to, you can achieve it by using the tools in this program, one step at a time.

Remember, there are three levels to master anything:

1. Cognitive Mastery
2. Emotional Mastery
3. Physical Mastery

Practice using the tools you learned in this program consistently to make a difference for you as well as those you care about. Let this be the beginning of the next step in your leadership and impact.

"If your actions inspire others to dream more, learn more, do more and become more, you are a leader."

– John Quincy Adams

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Anchor: An anchor is a created association between a specific stimulus and a specific state. Anytime you learn to associate an emotional state with a particular trigger – something you see, something specific you hear, something you feel – all you have to do is turn on the trigger and you will feel the state.

As-If Frame (Modeling): Helps establish an increased freedom by allowing a person to access new possibilities. "I know you don't know how to yet, but let's pretend you do." Gets them to access the resources that are inside of them that they don't realize yet.

Compelling Future: A vision of the future that inspires a person to action – a grand goal, or a huge "why" that propels you to figure out how to make it happen.

De-frame: When somebody is caught up in a particular element or belief and you simultaneously destroy their frame of reference.

Global Beliefs: Global beliefs are massive generalizations we have about the important aspects of our lives such as people, money, work or life itself. Understanding global beliefs helps us understand what generalizations a person has made that control many decisions they make in life.

Global Solution: A set of empowering beliefs about yourself or life that supersedes any crisis, trauma or seemingly unsolvable problem. A global solution creates a new behavior or action that will empower a person by meeting their needs and giving them pleasure.

Identity: A specific set of beliefs about who you are as a person. It's the combination of the beliefs about who you are and what you're capable of; it's how you distinguish yourself from everyone else in the world. It determines the behavior you'll accept from yourself and others.

Incantation: An incantation is when you say something out loud with absolute certainty and you repeat it again and again and again until you begin to believe it.

Leverage: Specific pain and pleasure points you can use to motivate a person to change or to action. Associating massive pain to not changing now and massive pleasure to changing now.

Metaprograms: Filters people innately use to determine what to pay attention to or how to process information.

Model of the World: Level one on the Path of Meaning, a person's Model of the World defines the filters through which they experience life, including the needs they value most; their beliefs about life, themselves, others and the world and the habitual patterns of emotion they engage. This model, or way of looking at life, is unique to each individual. There are three forces that comprise a person's Model of the World:

The 3 Forces of Destiny

Force 1: **The Driving Force – Your 6 Human Needs (The Target)**

Force 2: **The Guiding Force – Your Belief Systems (The Rulebook of Life)**

Force 3: **The Fuel of Choice – Commanding Emotions (Where You Live)**

Neuro-Associative Conditioning (NAC): Developed by Tony Robbins to describe the process of change in human behavior and emotions. The purpose of NAC is to give you the power to influence yourself and others and to consistently produce your desired results by understanding how a person makes decisions.

Path of Meaning / 3 Levels of Impact: Human Needs Psychology is based on the premise that the quality of people's lives is directly affected by the meanings people create for the events and experiences in their lives. The meanings people create generate the emotions of their lives, which drive all of their actions, thus producing the results they experience. The Path of Meaning provides not only a way to understand the meanings people create in their lives, but also most important, a way for them to change it permanently, giving them the opportunity to anticipate how to create the results and fulfillment they desire. There are three levels of impact on the Path of Meaning:

The 3 Levels of Impact

Level 1: **Model of the World / The 3 Forces of Destiny**

Level 2: **The Triad – The 3 Molders of Meaning**

Level 3: **The Spheres of Influence – The 3 Environments That Trigger**

Pattern Interrupt: A radical shift in a person's physiology or focus designed to reprogram their nervous system. By design, a pattern interrupt is often an outrageous act – or interruption of a person's emotional and physical state – that makes it difficult to continue one's limiting patterns of physiology, focus or belief.

Pattern Recognition: The ability to notice recurring themes of human behavior across contexts.

Peer Group: The people you associate and identify with. The most important element of conditioning a new change is to ensure that people have a peer group that will hold them accountable for following through and continuing to raise their internal standards in that specific area.

Physiology: Your physical expression and capabilities: how you use your body in any given moment in terms of gestures, stance, breathing, presence and so on.

Pre-frame: When you tell someone in advance what to pay attention to and what it is going to mean to them. This is one of the most powerful tools of influence.

Rapport: A relationship, even a temporary one, especially one of mutual trust or emotional affinity.

Re-frame: Where somebody already has a problem and you change what it means by having them see it through another frame of reference.

Rules: Rules are the determining factors in our decisions about which behavior to utilize in order to experience our values. Some rules have a higher priority because violating them causes greater pain.

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Sensory Acuity: The general awareness of other people's realities and needs. The process of refining your ability to make distinctions among the visual, auditory, kinesthetic, olfactory and gustatory systems (VAKOG).

The 7 Master Steps of Lasting Change: The fundamental sequence of steps for promoting lasting change within individuals or groups. The outcome of these steps is to ensure that the process of intervention honors and supports people's individuality as well as provides a platform for producing consistent results and lasting change. Each step defines an outcome necessary for change to occur, as well as offers tools and distinctions to be utilized within that step.

1. Connect: Understand & Appreciate Their World
2. Connect & Get Leverage: Find What Makes Change a Must
3. Interrupt & Annihilate the Limiting Patterns
4. Define the Problem in Solvable Terms
5. Create Empowering Alternatives
6. Condition the Change: Until It Becomes a Habit
7. Test & Check for Ecology: Link to a Higher Purpose & Empowering Environment

Situation Specific Beliefs: The organizing beliefs behind the way a person evaluates a specific situation or context (i.e., the "infield fly rule" in baseball).

The 6 Human Needs: The core premise of Human Needs Psychology is that every human being, regardless of background, beliefs, race or experience, has the same six fundamental needs in common. How people fulfill these needs determines the quality of their lives.

1. Certainty
2. Uncertainty / Variety
3. Significance
4. Love / Connection
5. Growth
6. Contribution

Transformational Vocabulary: When you take an experience and transform it through language. Transformational Vocabulary is designed to employ habitual vocabulary – the words we consistently use – to amplify or lower the intensity of our emotional states.

Triad: There are three patterns that shape the meaning we associate with our life experiences.

1. Patterns of **physiology**. How you use your physical body such as breath, posture, movement, etc.
2. Patterns of **focus**. Whatever you focus on, you will feel. Consistent focus = consistent feelings.
3. Patterns of **language / meaning**. As soon as we put words to an experience, it changes the *meaning* of our experiences.

Values: The states that we move away from (in order to avoid pain) or toward (in order to gain pleasure) in a given context.

Vehicles: The method(s) a person uses to try to meet their needs; that is, the way they get from where they are to the need(s) they want. They can be positive, negative or neutral.

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Lead Yourself and Others to Produce Truly Outstanding Results

Do you want to take what you've learned here to the next level?

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NOTES

"Only those who have learned the power of sincere and selfless contribution experience life's deepest joy: true fulfillment."

– Tony Robbins

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Day 1: The Art of Leadership

No.	Title
1	A Journey into the Human Psyche
2	Why People Do What They Do
3	The 3 Forces That Shape Our Destiny
4	The Formula for Happiness
5	Understand the Invisible Forces That Shape Our Lives

Day 2: Overview of the 7 Master Steps

Part 1

No.	Title
1	The Foundation to Creating Lasting Change
2	Step 1: Understand & Appreciate Their World
3	Step 2: Get Leverage

Day 2: Overview of the 7 Master Steps

Part 2

No.	Title
1	Step 3: Interrupt the Pattern
2	Step 4: Define the Problem in Solvable Terms
3	The Reality of Change in Action
4	Steps 5, 6, & 7: The Final Steps of Lasting Change
5	Making an Even Deeper Impact

Day 3: Step 1: Understand & Appreciate Their World

No.	Title
1	Getting Started
2	A Core Foundation: Listening & Understanding
3	Leading with Influence
4	The Guiding Force: Utilizing 7 Types Of Beliefs
5	What You Really Want to Know
6	Putting This into Action

Day 4: Step 2: Get Leverage

No.	Title
1	Utilizing Global Solutions
2	Change vs. Progress
3	What Is Framing?
4	Creating a Frame of Reference
5	3 Keys to Framing

Day 5: Step 3: Interrupt the Pattern

No.	Title
1	Pattern Interrupts: The Essence of Change
2	How to Use Pattern Interrupts
3	Real Life Pattern Interrupts
4	A Pattern Interrupt That Changed the World!

Day 6: Step 4: Define the Problem in Solvable Terms

No.	Title
1	The Power of Pattern Recognition
2	The 3 Levels of Personal Mastery
3	The Evaluations That Shape Our Destiny
4	Our Systems of Evaluating
5	2 Elements of Evaluation: States & Questions

Day 7: Step 5: Create Empowering Alternatives

Part 1

No.	Title
1	The 4 Classes of Human Experience
2	The Ways We Meet Our Needs
3	Creating Vehicles That Meet Our Needs
4	Rate & Understand Your Vehicles

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Day 7: Step 5: Create Empowering Alternatives

Part 2

No.	Title
1	How Words Shape Our Beliefs
2	Transforming Experience Through Language
3	Expanding the Language We Use
4	Conditioning the New Language

Day 8: Step 6: Condition It

No.	Title
1	How to Anchor
2	Getting Rid of Negative Anchors
3	Incantations
4	Incantations in Action

Day 9: Step 7: Create an Empowering Environment

No.	Title
1	The Importance of Peer Group & Standards
2	The Power of Identity
3	How to Create a Transformation in Identity
4	Your Personal Standard of Leadership

Day 10: Expand Your Depth & Breadth of Leadership

No.	Title
1	Your Challenge as a Leader
2	The Depth of Your Leadership
3	The Breadth of Your Leadership
4	Where Are You Now & Where Do You Want to Be?

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